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ABSTRACT

An evaluative summary and a consolidation of the findings of Project VOLAR studies on the attitudes and career intentions of army officers and enlisted personnel are contained in this report. Tables reflect the results of questioning at several army bases, and compare the results from the different bases. Attitudes and rankings are determined by army status (career or enlisted), area, and career plans. (RS)

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Robert Vineberg and Elaine N. Taylor

HUMAN RESOURCES RESEARCH ORGANIZATION
300 North Washington Street • Alexandria, Virginia 22314

May 1972

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Prepared for

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Department of the Army
Washington, D.C. 20310

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HumRRO Division No. 3
Presidio of Monterey, California
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FOREWORD

This report, by the Human Resources Research Organization (HumRRO), is an evaluative summary and consolidation of the findings of several Project VOLAR studies on the attitudes and Army career intentions of permanent party officer and enlisted personnel. Installation reports from Fort Bragg, Fort Benning, Fort Carson, and Fort Ord, and attitudinal studies conducted by HumRRO are summarized. Project VOLAR is a segment of the Modern Volunteer Army program. The sponsor of the research is the Office of the Special Assistant for the Modern Volunteer Army, Department of the Army.

The report was prepared at HumRRO Division No. 3, Presidio of Monterey, California. The Director of the Division is Dr. Howard H. McFann. Dr. Robert Vineberg is the VOLAR evaluation project director, and the report was written by Dr. Vineberg and Dr. Elaine N. Taylor. Contributions to analysis and interpretation of data were made by Dr. James S. DeGracie, Dr. S. James Goffard, SP5 Bruce McDiarmid, PFC Alfred Santos, and SP4 John Wehrman.

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Meredith P. Crawford
President
Human Resources Research Organization

SUMMARY AND CONCLUSIONS

INTRODUCTION

Project VOLAR, an aspect of the Modern Volunteer Army program (MVA), was a field experiment conducted during FY 1971. Its primary purpose was to introduce two kinds of innovative actions at selected Army installations: (a) actions directed toward making the Army a more satisfactory place in which to work by fostering professionalism, identification with the Army, and greater job satisfaction among officers and enlisted men alike; and (b) actions directed toward making the Army a better place in which to live by improving the quality of Army life and removing unnecessary sources of irritation and dissatisfaction.

Its secondary purpose was to evaluate VOLAR by comparing the attitudes of officers and enlisted men stationed at the locations where MVA and funded VOLAR innovations were introduced with the attitudes of officers and men stationed at "control" locations where only MVA innovations were being introduced.

This report provides an evaluative summary and consolidation of the findings in several of the VOLAR studies that focused upon permanent party officer and enlisted personnel. The studies considered in this report include evaluations conducted by each VOLAR installation—Forts Benning, Bragg, Carson, and Ord—and described in their reports, and the HumRRO studies of permanent party personnel at Forts Benning, Carson, Jackson, Knox, Ord, and Bragg and at three installations in USAREUR, and of an Army-wide sample of men.

Installation studies are summarized first and are followed by summarization of the HumRRO questionnaire studies. Finally, the implications of the study findings for future action are discussed.

POST EVALUATIONS

Post evaluations, designed to assess many aspects of VOLAR innovations, varied from post to post. Only the principal features of post reports are presented in this summary.

Fort Benning

The Fort Benning study was based upon a questionnaire administered at Forts Benning and Knox in November 1970 and June 1971 to obtain attitudinal data prior to and during the initial phase of the VOLAR experiment at a VOLAR and non-VOLAR post.[1]

Attitudes about how 118 VOLAR action items had been handled were compared for the November and June administrations at Forts Benning and Knox for the enlisted and officer groups separately.

A comparison of pre- and post-VOLAR attitudes of enlisted men, covering the 118 features of Army life, showed that a statistically significant positive shift had occurred at Fort Benning for both first-tour and extended-tour enlisted personnel on 72 items. At Fort Knox there was a positive shift on 27 items for first-tour personnel and on 33 items for extended-tour personnel.

[1] A total of 4,785 enlisted men and 1,970 officers participated in the study.

Comparisons of pre- and post-VOLAR attitudes of officers on the 118 features of Army life showed that a statistically significant positive shift had occurred at Fort Benning for first-tour officers (56 items) and extended-tour officers (55 items). At Fort Knox there was a positive shift on 32 items for first-tour officers and on 31 for extended-tour officers.

An analysis of changes in attitudes indicated that the top 10 impact items for enlisted men were:

(1) Frequency of kitchen police (KP).
(2) Transportation to recreation facilities within a 200-mile radius of this installation.
(3) Privacy and individuality in troop barracks.
(4) The policy concerning beer in the barracks.
(5) In-processing procedures.
(6) The frequency with which military personnel are required to perform refuse and garbage pickup details.
(7) The policies and procedures regarding personal furniture and decoration of individual areas in barracks.
(8) The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.
(9) The frequency with which military personnel are required to cut grass and police the post.
(10) The policy regarding wearing hats in privately owned vehicles (POVs).

The top 10 impact items for officers were:

(1) The availability of fabrics and sewing supplies at the PX.
(2) Transportation to recreation facilities within a 200-mile radius of this installation.
(3) The policies regarding the wearing of hats in POVs.
(4) The policies on travel distance during off-duty time.
(5) Frequency of kitchen police (KP).
(6) The operating hours of the Quartermaster clothing sales store.
(7) The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and (its) wear.
(8) Policies and procedures regarding movement from quarters to classrooms.
(9) Costs associated with clearing quarters.
(10) The processing of patients at hospital waiting rooms.

In a factor analysis of 70 items designed to measure attitudes toward the Army, four factors were identified: Involvement, Inequity, Security, and Leadership. Between November 1970 and June 1971 there was a significant decrease in feelings of Inequity among first-tour personnel at Fort Benning. At both Fort Benning and Fort Knox, significant decreases in feelings of Inequity and increases in feelings of Security and Leadership were observed for officers between November and June.

There was, however, no evidence that VOLAR affected career attitudes among enlisted men or officers at Fort Benning during the first six months of 1971.

Fort Bragg

On a smaller scale, Fort Bragg administered a questionnaire in May 1971 to obtain information regarding the importance of 19 specific VOLAR funded projects and five MVA actions.[1]

Four projects or actions which most improved satisfaction with the Army were:

(1) Five-day work week.
(2) Civilian KP.
(3) No unnecessary reveille.
(4) Liberalized pass policies.

Fort Carson

The major element of the Fort Carson evaluation was the administration of a questionnaire on a bi-weekly basis beginning in March 1971 and ending in June 1971.[2] Fifty-nine planned VOLAR projects, 34 of which were implemented during the first half of 1971, were rated with respect to importance.

The 10 most important projects for junior and senior enlisted and officer groups were identified. Five projects were included among the top 10 for all groups:

(1) Security lighting.
(2) Improved medical services.
(3) Labor-saving devices.
(4) Improved medical facilities.
(5) Traffic upgrading.

Four projects that were rated lowest in importance by all groups were:

(1) Support for Inscape Coffee House.
(2) Purchase of two universal gym sets.
(3) Off-post religious retreats.
(4) Purchase of unit esprit items.

A supplementary questionnaire (Commander's Survey) administered to NCOs and officers provided information on a variety of additional topics.[3] Selected findings were:

(1) There is general acceptance of the MVA concept and of VOLAR.
(2) There is lack of agreement that VOLAR is meeting its goals.
(3) Command personnel believed discipline had improved or remained the same during the VOLAR experiment.
(4) Five items were considered most important for achieving MVA goals:
    (a) Satisfaction with job or duty position.
    (b) Promotions based on merit.
    (c) Adequate equipment for mission performance.
    (d) More emphasis on primary job performance and less on extra duties and "make work."
    (e) Assignment to MOS for which trained.

[1] A total of 331 enlisted men and 46 officers participated in the study.
[2] A total of 2,637 enlisted men and 332 officers participated in the study.
[3] Two hundred ninety-nine NCOs and officers participated in this study.

Fort Ord

The Fort Ord VOLAR program and evaluation focused primarily on innovations affecting the trainee population rather than permanent party personnel. The Experimental Volunteer Army Training Program (EVATP) for BCT and AIT, developed at Fort Ord during January through June 1971, is reported separately.[1] Findings related specifically to permanent party personnel in the Fort Ord post evaluation are minor.

HumRRO EVALUATION

The HumRRO evaluation of permanent party personnel consisted of three studies:

(1) A questionnaire study of enlisted men and officers at Forts Benning, Carson, Jackson, Knox, and Ord. This, the main study, was conducted from January through June 1971 using 11 successive samples of men.[2]

(2) A questionnaire study of enlisted men and officers at Fort Bragg and at three installations in USAREUR, using samples of men obtained in April and June 1971.[3]

(3) A questionnaire study of an approximate 1% Army-wide sample of enlisted men and officers.[4]

The main study showed the following trends that could be attributed to VOLAR:

(1) At Forts Benning and Carson, a clear increase over time was observed among enlisted men in their perception of actions being taken to improve Army life. At Fort Knox, this trend was observed for men with less than two years of service.

(2) At Fort Benning, there was a slight upward trend in an index of positive attitude about the Army for enlisted men with more than two years of service. Downward trends were observed at Forts Ord and Knox for men with more than two years of service and at Fort Jackson for men with less than two years of service.

(3) At Fort Carson, there was an upward trend in intention to re-enlist among men with less than two years in the Army, and at Fort Knox among men with more than two years in the Army. There was a downward trend in re-enlistment intention at Fort Ord among men with more than two years of service.

These findings form a fairly clear and explicable pattern. Upward trends are most evident at two VOLAR experimental posts, Fort Benning and Fort Carson. At Fort Ord, an experimental post where most of the innovations were directed at trainees rather than permanent party, and at the control posts, Fort Jackson and Fort Knox, there are relatively fewer trends of any consequence and more of these trends are downward.

Perhaps the most important observation to be made is that where monies have been spent on VOLAR innovations affecting permanent party personnel—at Forts Benning and Carson—there is consistent recognition of Army action by these men, whether they have had less or more than two years of service.

[1] Taylor, John E., Michaels, Eugene R., and Brennan, Mark F. *The Concepts of Performance-Oriented Instruction Used in Developing the Experimental Volunteer Army Training Program*, HumRRO Technical Report 72-7, March 1972.

[2] A total of 19,310 enlisted men and 2,343 officers participated in the study.

[3] A total of 1,330 enlisted men and 169 officers participated in the study.

[4] A total of 4,731 enlisted men and 641 officers participated in the study.

For officers the survey returns were so low and the data so variable that only in a few instances were seemingly stable trends evident. At Fort Benning, there was a reasonably clear upward trend in intention to remain in the Army among Voluntary Indefinite and Regular Army officers. At Fort Jackson, there was an upward trend in awareness of VOLAR actions for Obligated Tour officers.

The questionnaire studies at Fort Bragg, in USAREUR, and Army-wide did not involve successive sampling that would permit the identification of trends.

In the HumRRO studies, enlisted men and officers rated situations and conditions according to: (a) their personal importance, (b) the extent that they see the Army taking action about them, and (c) their influence on a decision to remain in or leave the Army.

The situations and actions on which there was the greatest agreement among studies are provided in the next paragraphs. For the enlisted men's list, data are used from the three studies (the main study at the five CONUS posts, the Fort Bragg and USAREUR study, and the Army-wide sample). For the officer lists, only the five posts of the main study and the Army-wide sample are included (the size of samples from Fort Bragg and USAREUR were small).[1]

The items considered most personally important were:

Enlisted Men	Officers
Being able to get good medical and dental service	Doing interesting and satisfying work
Being treated with respect	Getting fair treatment from my superiors
Being treated like a responsible person	Having a feeling of usefulness
Having good food	Having a good family life
Getting fair treatment on the job	Being treated with respect
Doing interesting and satisfying work	Having superiors who merit respect

The items on which the most Army action was seen were:

Enlisted Men	Officers
A chance to have and use my own car or cycle	Paid vacations
A chance to play sports	Counseling and aid for drug users
Educational opportunities	Legal Counsel
Opportunity to make and get telephone calls (not USAREUR)	Harassment of trainees (not Army-wide)
Legal counsel	A chance to be of service to my country
Counseling and aid for drug users (not USAREUR or Army-wide)	Educational opportunities
	Freedom from racial and other discrimination
	Good relations with people of other races
	Food (not Army-wide)

[1] The enlisted men's listing is restricted to items from the main study that were common to the separate groups—men with less than and more than two years of service. The officers' listing is restricted to items from the main study that were common to the separate groups—Obligated Tour officers and Voluntary Indefinite and Regular Army officers.

The items exerting the strongest influence on re-enlisting (enlisted men) or remaining in the Army (officers) were:

Enlisted Men	Officers
If a stabilized tour were given for re-enlisting	If pay increases were based on merit
If the Army would allow retraining in an MOS of a man's choice (not USAREUR)	If there were "across the board" pay increases
If weekends and holidays were not charged against leave time	If tours of duty were stabilized
If I were able to re-enlist for duty in a specific unit	If there were increased chances for promotion (not Army-wide)
If a promotion were given as a re-enlistment bonus	The retirement benefits
If better education were assured for dependents	If weekends and holidays were not charged against leave time (not Army-wide)
The retirement benefits	If there were free dental and eye care for dependents
	If there were continued retirement benefits for my family in case of my death

The items exerting the strongest influence on leaving the Army were:

Enlisted Men	Officers
Mickey Mouse stuff	Red tape and irrelevancies
The overtime work	If I could get a good civilian job
The evening and weekend duty	The present state of the Vietnam war
The way the rules are stated and enforced	The evening and weekend duty
The living quarters (barracks)	The overtime work
The present state of the Vietnam war (not USAREUR)	The risk of physical danger
The reaction of the general public to the military (not USAREUR)	The way the rules are stated and enforced
	The reaction of the general public to the military

FUTURE ACTION

A reasonable procedure for planning future actions aimed at making the Army a more satisfactory place in which to work and live is to focus attention on conditions affecting the greatest number of men and producing the most apparent and continuing effects on their day-to-day lives.

The classes of conditions (followed by specific items under each) that appeared most consistently as important, as influences to remain in the Army, or as influences to leave the Army are:

(1) Conditions of re-enlistment or retention	
(a) If a stabilized tour were given for re-enlistment	Influence to remain
(b) If tours of duty were stabilized	
(c) If a promotion were given as a re-enlistment bonus, or if I were promoted one grade	
(d) If I were able to re-enlist for duty in a specific unit [asked only on the enlisted questionnaire]	
(2) Consideration for the individual	
(a) Being treated with respect	Important
(b) Being given the amount of responsibility I think I can handle, or being treated like a responsible person	
(c) Getting fair treatment on the job, or getting fair treatment from superiors	
(d) Mickey Mouse stuff, or red tape and irrelevancies	Influence to leave
(e) The way the rules are stated and enforced	
(3) Personal security	
(a) The retirement benefits	Influence to remain
(b) If there were across-the-board pay increases [asked only on officer questionnaires]	
(c) If there were continued retirement benefits for my family in case of my death [asked only on officer questionnaires]	
(4) Work conditions	
(a) The overtime work	Influence to leave
(b) The evening and weekend duty	
(5) Other items	
(a) Having a good family life	Important
(b) Being able to get good medical and dental service	
(c) Doing interesting and satisfying work	
(d) If weekends and holidays were not charged against leave time	Influence to remain
(e) The risk of physical danger	Influence to leave
(f) The present state of the Vietnam war	
(g) The reaction of the general public to the military	

The most compelling items that appeared for all groups in the HumRRO studies were:[1]

(1) Being treated with respect.
(2) Getting fair treatment on the job, or getting fair treatment from my superiors.
(3) Mickey Mouse stuff, or red tape and irrelevancies.
(4) The overtime work.
(5) The evening and weekend duty.
(6) The present state of the Vietnam War.
(7) The reaction of the general public to the military.

A different classification of items, those rated as least important, also provided pertinent information for planning. An outstanding category of least important actions was concerned with leisure, recreational, and religious activities. Most of the items in this category involved projects that were funded at two VOLAR posts. Providing for more leisure-time activities cannot be expected to have much impact on general satisfaction with Army life.

It seems unlikely that any single action, in and of itself, will greatly affect satisfaction with Army life and career intentions. The assignment of priorities to candidate actions can only be judgmental. However, the data suggest that focusing actions on consideration for the individual and conditions of work would affect the greatest number of men and produce the most apparent and continuing effects on them.

[1] As noted earlier, the groups included: Main study—enlisted men with less than two years of service, enlisted men with more than two years of service, Obligated Tour officers, Voluntary Indefinite and Regular Army officers; Army-wide study—enlisted men, officers.

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Summary and Review of Studies of the VOLAR Experiment, 1971:

Installation Reports for Forts Benning, Bragg, Carson, and Ord, and HumRRO Permanent Party Studies

INTRODUCTION

THE MODERN VOLUNTEER ARMY PROGRAM AND THE VOLAR FIELD EXPERIMENT

The Modern Volunteer Army (MVA) program was initiated in FY 1971 under the management of the Special Assistant for the Modern Volunteer Army (SAMVA), as a major effort to improve, modernize, and strengthen the Army as an institution. SAMVA has initiated actions that fall into two broad classes: first, those directed toward making the Army a more satisfactory place to work in by fostering professionalism, identification with the Army, and greater job satisfaction among officers and enlisted men alike; and second, actions directed toward making the Army a better place to live in by improving the quality of Army life and removing unnecessary sources of irritation and dissatisfaction.

Project VOLAR, an aspect of the MVA program, was a field experiment conducted during FY 1971 at selected Army installations in the United States—Fort Benning, Ga.; Fort Bragg, N.C.; Fort Carson, Colo.; Fort Ord, Calif.—and U.S. Army Europe (USAREUR). Its primary purpose was to introduce specific innovative actions that seemed likely to produce changes in the Army that would be perceived as improvements by officers and enlisted men. Its secondary purpose was to identify and evaluate promising innovations by comparing the attitudes of officers and men stationed at the locations mentioned, where many and costly innovations were being introduced, with the attitudes of officers and men stationed at "control" locations—Fort Knox and Fort Jackson—where relatively few and cost-free innovations were being introduced.

The VOLAR field experiment consisted of a variety of substudies:

(1) Specific evaluative studies of attitudes about the Army and VOLAR and MVA innovations conducted by Forts Benning, Bragg, Carson, and Ord.

(2) A cost/effectiveness analysis conducted by the Research Analysis Corporation (RAC) of VOLAR and MVA innovations at Forts Benning, Bragg, Carson, and Ord and MVA innovations at Fort Jackson, S.C., and Fort Knox, Ky.

(3) A series of studies conducted by the Human Resources Research Organization (HumRRO):

(a) Development and trial of training innovations in Basic Combat Training (BCT) and Advanced Individual Training (AIT), at Fort Ord, and comparisons with control trainees at Fort Jackson. The Experimental Volunteer Army Training Program (EVATP), a revised training system based upon a prescribed set of broad training principles, was developed jointly by Fort Ord and HumRRO Division No. 3, Presidio of Monterey, Calif.

(b) A longitudinal questionnaire study of all men assigned to Basic Combat Training at Fort Ord and Fort Jackson between January and July 1971.

(c) A questionnaire study of Fort Ord and Fort Jackson trainees from the midwestern United States, compared with the regular trainee input at these posts.

(d) A questionnaire study of Fort Jackson trainees who participated in an accelerated training program, compared with EVATP trainees at Fort Ord and "control" trainees at Fort Jackson.

(e) A study at Fort Ord and Fort Jackson of the background characteristics and the perceptions of Army conditions of men who go AWOL while they are in BCT or in AIT.

(f) A questionnaire study of permanent party enlisted and officer personnel at Forts Benning, Carson, Jackson, Knox, and Ord. This study was conducted between January and July 1971, using 11 different samples of men.

(g) A study of enlisted and officer permanent party personnel at Fort Bragg and USAREUR, using the questionnaires administered at the five posts.[1] This study is based upon two administrations of the questionnaires to different samples selected in April and June 1971.

(h) A comparative study of the re-enlistment or retention intentions expressed by permanent party personnel at Forts Benning, Carson, Jackson, Knox, and Ord, and any actual re-enlistment or separation action they may have taken prior to October 1971.[2]

(i) A statistical study of the results of the permanent party questionnaire administered to an approximate 1% Army-wide sample of officers and enlisted men.[3]

THE PRESENT REPORT

This report provides an evaluative summary and consolidation of the findings in several of the substudies that focused upon permanent party officer and enlisted personnel. The substudies considered in this report are as follows:

(1) The evaluations conducted by Forts Benning, Bragg, Carson, and Ord and described in the final installation reports prepared by each post (1, 2, 3, 4).

(2) The HumRRO questionnaire studies of permanent party personnel at Forts Benning, Carson, Jackson, Knox, and Ord (main study) (5,7), and at Fort Bragg and USAREUR (6,8), and of the Army-wide sample (9).

The substudies are described and major findings about the impact of VOLAR innovations on enlisted and officer personnel are summarized in this report. The enlisted data from each report are generally summarized first, followed by the officer data. Some post reports combine enlisted and officer information, particularly that for officers and enlisted men in the lower grades. Mixed groupings of this sort reflect SAMVA interest in the impact of VOLAR innovations on all men in their initial tours of service.

Where possible, some of the post presentations were amplified by additional analyses conducted by the authors to obtain groupings that allow for comparability among the different studies. For example, in some instances, the E1-4 and E5 data were combined to generate an E1-5 group.

Some of the post reports present other kinds of data, such as dependent surveys, or accident and crime rates. These are briefly reviewed.

THE POST EVALUATIONS

FORT BENNING

The Fort Benning evaluation (1) was based primarily upon information obtained through the Survey of Attitudes Toward Military Service Questionnaire that was

[1] The administration of the questionnaires was scheduled and supervised by military personnel at these two locations.

[2] Information on re-enlistment or separation was provided by U.S. Army Personnel Information Systems Command (PERSINCOM).

[3] The questionnaire was distributed by the Department of the Army, Office of Personnel Operations (OPO). This study excluded men at the four experimental and two "control" posts.

administered at Fort Benning and at Fort Knox in November 1970 and again in June 1971. The first administration of the questionnaire was intended to provide baseline data[1] and the later one to assess shifts in attitudes and Army career intention that had occurred during the intervening period as a consequence of the VOLAR program. Fort Knox, which did not receive money for the implementation of VOLAR projects, was viewed as a control post. (Both posts had implemented nonfunded MVA projects.)

The questionnaire was used to obtain demographic information about each respondent, a statement of his re-enlistment intention (enlisted man) or intention to remain in the Army (officer), information about his general attitude toward the Army, and his views of how well certain features and situations of Army life had been handled at Fort Benning (or Fort Knox). These views were considered the primary means through which specific VOLAR projects were to be evaluated. At Fort Benning 1,790 enlisted men completed the questionnaire at the November administration, and 1,151 at the June administration. The Fort Knox enlisted sample consisted of 1,007 and 837 on the same dates. The total number of officers completing the questionnaire at Fort Benning was 810 for the November administration and 420 for the June administration. The Fort Knox officer sample consisted of 396 and 344 for the same dates.

In addition, two instruments designed to assess opinions regarding military discipline (Opinion Questionnaires VI and VIII) were administered at Fort Benning in April and May, respectively.

The Fort Benning evaluation report, in addition to reporting results of the questionnaire administration, also presents statistics on actual re-enlistment rates at Fort Benning during 1970 and at Fort Benning and Fort Knox during the first half of 1971. Finally, the report provides data from Fort Benning on traditional disciplinary indicators—for example, AWOLs, Article 15s, and privately owned vehicle (POV) accident rates—for the period January 1970 through June 1971.

Career Intentions and Actual Re-enlistment Experience

Men were asked to select the statement that best described their Army career intentions.[2] While, as was to be expected, there were significant differences between first-tour and extended-tour personnel, no reliable differences were found between the November and June administrations of the questionnaire at either Fort Benning or Fort Knox. Thus, during the first six months of 1971, VOLAR had not affected career intention among enlisted men or officers.

Actual re-enlistment actions for all Fort Benning post personnel showed that during 1970, 70% of the CONARC re-enlistment goal of 2% was achieved; whereas during the first half of 1971, 101% of the goal was reached. For Fort Knox, data were available only for the first half of 1971, during which 53% of the goal was achieved. The Fort Benning report indicates that it cannot be concluded that the increase at Fort Benning is attributable to VOLAR in the absence of comparable data for Fort Knox over the same time periods. The re-enlistment and retention rates for different subgroups of enlisted men and officers show that the overall increase at Fort Benning in 1971 (whether or not

[1] Fort Benning was the only post where baseline data—prior to the inception of VOLAR—had been obtained.

[2] The question they were asked was:

Which of the following best describes your Army career intentions?

1. I will remain in the Army until retirement.
2. I will remain in the Army for a while longer, but have not decided yet about staying until retirement.
3. I am undecided about my Army career intentions.
4. I will leave the Army upon completion of current obligation.

attributable to VOLAR) occurred among career enlisted men and Obligated Tour officers but not among enlisted men in their first tour (both RA and AUS). Concerning RA enlisted career personnel, it has been observed that " . . . VOLAR seems not to have had a *negative impact* on re-enlistment experience with this particular category of personnel, as other data might have led one to expect."[1]

Attitudes Toward the Army

Seventy items of the Survey of Attitudes Toward Military Service Questionnaire were designed to measure attitudes toward the Army. A factor analysis of these items provided a set of four factors for the classification of items into easily interpretable categories. The four factors were:

(1) Involvement. The individual's acceptance of the Army and its missions and belief that Army service is worthwhile.

(2) Inequity. Feelings and attitudes that are negative toward the Army, for example, feelings of inequity and that " . . . the rewards of Army service do not justify the demands made on the individual by the Army."

(3) Security. Feelings that the Army satisfies security needs.

(4) Leadership. Feelings about the competence of Army leaders and their understanding of the needs and problems of their men.

Correlations between composite scores of items for each factor and re-enlistment intention were computed. For both first-tour enlisted men and officers, the highest correlation was obtained between Security and career intention (r = .49 for enlisted men and .53 for officers). That is, men who perceive the Army as satisfying their security needs tend to express an intention to make the Army a career. The second highest correlation for enlisted men was between Involvement and career intention (r = .36). The correlations for Inequity and Leadership with career intention were of similar magnitude (r = —.21 and .24, respectively). "The individual who felt that the Army makes inequitable demands was less likely to elect the Army as a career, and, conversely, the individual who felt that Army leaders were capable and understanding was more likely to do so." However, these last two correlations are slight. The second highest correlation for officers was between Inequity and career intention (r = —.40). The correlations for Involvement and Leadership with officers' career intention were similar (r = .38 and .32, respectively).

Factor composite scores obtained for the November and June administrations of the questionnaire were compared to determine the effects that VOLAR might have had on these attitudes. No differences among enlisted men were observed between administrations in the Involvement, Security, and Leadership factors. "However, at Fort Benning, there was . . . a significant decrease in feelings of inequity among first-tour enlisted personnel, *probably attributable to Fort Benning VOLAR actions*, since a comparable change did not occur at Fort Knox."

For officers, there were no significant changes in Involvement between the two testing periods at either post. There were, however, significant decreases in feelings of Inequity and increases in feelings of Security and Leadership at both posts between November and June.

As expected, extended-tour personnel exhibited more positive attitudes than first-tour personnel.

The factor composite score for Inequity was the lowest of the four factors for first-tour enlisted personnel. This suggests that men were more concerned about inequities

[1] See "Analysis of Morale Indicators" (p. 9) for further discussion.

than about the other three factors. Since VOLAR innovations at Fort Benning concentrated on this factor, it appears that Fort Benning has addressed the area most in need of improvement. It should be noted, however, that Inequity is less strongly related to career intention than either Involvement or Security. Thus, while Inequity may be the area most in need of improvement, and the area most conspicuous to enlisted personnel, it may not be the area where innovations will have the greatest impact on re-enlistment.

Finally, a different kind of statistic is contained in the Fort Benning report concerning the attitudes held by the personnel at Fort Benning and at Fort Knox about their own post as opposed to other Army posts within the U.S.[1] Compared to Fort Knox, for all grade levels combined, " . . . the increase in attitudes at Fort Benning was highly significant . . . " between the November and June administrations of this questionnaire item. Attitudes of officers were initially high and showed no significant change between November and June.

VOLAR Actions at Fort Benning

In the main survey, 118 items were concerned with the respondent's view of how well certain features and situations of Army life had been handled at his post (Fort Benning or Fort Knox). With this information, it was possible to relate the impact of each item to both career intentions and general attitudes toward the Army, and to estimate the attitudes of individuals toward the actions themselves.

Little relationship was found between individual actions and career intention for enlisted men. The highest correlation obtained for any single item and re-enlistment intention was .16. In general, this lack of relationship can be attributed to the fact that no single innovation, in and of itself, exerts much influence on career intention, when, in fact, relatively few people are actually considering re-enlistment. Among the 27 items with the highest correlations (.16 - .11), 17 were identified as being relevant to most enlisted men at Fort Benning. These were classified into six general categories:

(1) The privacy and individuality afforded them in troop barracks.

(2) Efforts of commanders to establish realistic suspenses, provide adequate notification concerning details, and explain reasons for doing tasks in a certain way.

(3) Recognition for the work they do.

(4) Information concerning what they are doing and its importance.

(5) Freedom from menial tasks not a part of their MOS.

(6) Consideration of their nonduty needs.

For officers, as with enlisted men, there was little relationship between individual actions and career intention. The highest correlation obtained for any single item and career intention was .22. The Fort Benning authors observe that the items most strongly correlated with officer career intention have to do with the manner in which enlisted personnel are treated. These items were classified into four general categories:

(1) Recognition of the accomplishments of lower ranking personnel.

(2) Effective leadership, providing needed information and explanations.

(3) Reduction in the number of formations and increase in personal freedom for the soldier.

(4) In general, increased responsiveness of "the system" to the needs of the soldier.

[1] The item was: Compared to other Army posts within the United States, where I have been assigned, this post is:

1. One of the best,
2. About average,
3. One of the worst,
4. I have served at no other post.

Relationships between specific VOLAR actions and the factor composite scores of Involvement, Inequity, Security, and Leadership were studied for the enlisted data. Where possible, the Fort Benning authors developed a logical classification of actions relating most highly to each of the specific factors. This was not possible for the Security factor.

With regard to the Inequity classification, the specific actions that have had the largest impact appear to fall in the following categories:

(1) Consideration for the soldier in terms of realistic suspenses, reduction of "hurry up and wait," realistic time to prepare for inspections, and reduction of non-work-week duty assignments.

(2) A decrease in the requirement to perform menial tasks not related to primary duty (e.g., cutting grass, policing the post).

(3) A reduction in economic privation, such as purchase of personal items for display purposes only, and several items relating to information about pay.

With regard to the Leadership classification, specific actions that have had the largest impact for enlisted men appear to fall in the following categories:

(1) The soldier's need for self-esteem and leader actions toward him that enable him to preserve his own dignity.

(2) The soldier's need to feel that he is wanted and valued as an individual, and that his problems will receive attention.

The picture for the Involvement factor was less clear, so the following classification is provided with reservations:

(1) The amount of freedom afforded them.

(2) Consideration for them by their superiors, expressed in the form of explanations of reasons, times at which supporting troops report, reactions to problems and complaints, and so on.

(3) Increased facilities and opportunities (e.g., military nightclub facilities for servicemen E1-4).

The correlations between specific VOLAR actions and the four factors were similarly examined for the officer group. No classification of actions that related most highly to each of the factors was developed for officer data. The most general observation made in the Fort Benning report was " . . . the items that appeared most strongly related to officer attitudes toward Involvement, Inequities, Security, and Leadership reflected the officer's apparent concern for the soldier more than for himself."

Attitudes about how 118 VOLAR action items had been handled were compared for the November and June administrations at Fort Benning and Fort Knox for the enlisted and the officer groups separately. The Impact of VOLAR actions was assessed for each item through an analysis that tested the significance of differences in the amount of change in attitude between the enlisted men at the two posts.[1] Sixty-five items had a relatively significant impact on enlisted men at Fort Benning. Forty-nine items had a similar impact on officers. For these items, differences between the November and June samples at Fort Benning were reliably greater in a positive direction relative to differences between November and June samples at Fort Knox.

A simple comparison of pre- and post-VOLAR enlisted attitudes covering the 118 features of Army life showed that a statistically significant positive shift had occurred at Fort Benning for both first-tour and extended-tour personnel on 72 items. At Fort Knox there was a positive shift on 27 items for first-tour personnel and on 33 items for extended-tour personnel.[2]

[1] An analysis of variance was performed for each item. The interaction between Post and Time was the statistic reported.

[2] These data do not appear in the Fort Benning report, but were obtained in personal communication between the present authors and HumRRO Division No. 4 at Fort Benning, Georgia.

The top 10 high impact items for enlisted men are:

(1) Frequency of kitchen police (KP).
(2) Transportation to recreation facilities within a 200-mile radius of this installation.
(3) Privacy and individuality in troop barracks.
(4) The policy concerning beer in the barracks.
(5) In-processing procedures.
(6) The frequency with which military personnel are required to perform refuse and garbage pickup details.
(7) The policies and procedures regarding personal furniture and decoration of individual areas in barracks.
(8) The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.
(9) The frequency with which military personnel are required to cut grass and police the post.
(10) The policy regarding wearing hats in POVs.

As is noted in the Fort Benning report, the large number of high impact items precludes summarization. It is, however, observed that " . . . it is significant that three of the top ten items have to do with VOLAR actions that reduced or eliminated details (KP, police of the post, and garbage or refuse pick-up). Two deal with freedom to individualize personal areas in the barracks and privacy."

Comparisons of pre- and post-VOLAR officer attitudes on the 118 features of Army life showed that a statistically significant positive shift had occurred at Fort Benning for first-tour officers (56 items) and extended-tour officers (55 items). At Fort Knox there was a positive shift on 32 items for first-tour officers and on 31 for extended-tour officers.

The top 10 high impact items for officers are as follows:

(1) The availability of fabrics and sewing supplies at the PX.
(2) Transportation to recreation facilities within a 200-mile radius of this installation.
(3) The policies regarding the wearing of hats in POVs.
(4) The policies on travel distance during off-duty time.
(5) Frequency of kitchen police (KP).
(6) The operating hours of the Quartermaster clothing sales store.
(7) The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and (its) wear.
(8) Policies and procedures regarding movement from quarters to classrooms.
(9) Costs associated with clearing quarters.
(10) The processing of patients at hospital waiting rooms.

Analysis of Morale Indicators

Two interim questionnaires designed to assess opinions about military discipline were administered at Fort Benning in April and May. The questions concerned the willingness of soldiers to do the tasks assigned to them, their attitudes toward their superiors, and their superiors' attitudes toward them. The data indicate that officers and enlisted personnel below E6 agree that soldiers' attitudes either have not changed or they are better since VOLAR was initiated. NCOs of E6 or E7 grades feel that soldiers' attitudes are somewhat worse, with E7s more negative than E6s. Of great significance, however, is that personnel at all rank levels tend to agree that NCOs' and officers' attitudes toward soldiers either have not changed or are somewhat improved.

There is a strong tendency for officers and higher ranking NCOs to agree that observance of military courtesy and soldiers' willingness to keep up their own appearance

are worse since VOLAR was initiated. Lower ranking soldiers believe either that there has been no change, or (in the case of appearance) that there has been an improvement.

NCOs of E6 and E7 grades feel that the soldiers' willingness to follow unit directives, follow officers' directives, and do what the Army expects has worsened. Officers and lower ranking enlisted men do not agree with this.

Data are also presented for Fort Benning on traditional disciplinary indicators (AWOL, Article 15s, etc.) for the period of January 1970 through June 1971. These data are highly variable over time and, in general, probably reflect no real change over time. Thus, the disciplinary indicators do not appear to substantiate the contention of higher ranking NCOs that discipline has deteriorated.

Comparisons Between Fort Benning and Fort Knox

Some of the data and discussion in the Fort Benning evaluation report involve comparisons between that post and Fort Knox. The authors of the Fort Benning report point out that with regard to re-enlistment experience, the post difference in FY 1971 cannot be attributed to VOLAR, and in the case of morale indicators interpretations should be made with caution. For the data where analysis of variance has been applied (comparisons of differential impact of VOLAR actions), some caution in interpretation might also be exercised. As will be noted in the review of the HumRRO evaluation report, and as amply demonstrated in the HumRRO report (6), attitudes toward the Army and toward re-enlistment or retention "... are strongly dependent upon background characteristics." The Fort Benning Evaluation Report does not deal with the question of the comparability of the background characteristics of the two post samples. Data collected in the administration of the HumRRO questionnaire at Fort Benning and Fort Knox indicate, however, that the background characteristics of the populations at these two posts do differ.[1]

While comparisons between the two posts may be based upon samples of men with somewhat different background characteristics, the research design employed partially takes background differences into account by using each post as its own control and analyzing the interaction of Post by Time. It should be emphasized that the significance values reported for the impact of actions at Fort Benning are, however, of considerable magnitude. Furthermore, among enlisted men at Fort Benning, the shift in attitudes between November and June was significant for all 65 high- and medium-impact actions (i.e., actions on which a relatively greater shift in attitude was observed at Fort Benning than at Fort Knox) as well as for seven low-impact actions. Among officers at Fort Benning, the shift in attitude was significant for all 49 high- and medium-impact actions and for seven (first tour) and six (extended tour) low-impact actions.

FORT BRAGG

The Fort Bragg evaluation (2) was based primarily upon information obtained through the VOLAR Survey Questionnaire that was administered to 331 enlisted men and 46 officers on 25 May 1971. This information was supplemented by information from the "Beer Questionnaire," an instrument designed to obtain attitudes toward beer

[1] For example, at Fort Benning, 59.4% and at Fort Knox, 51.6% of the enlisted sample had been in the Army two years or less. At Fort Benning, 24.8% were in grades E6-9, whereas at Fort Knox, 34.0% were in these grades. At Fort Benning, 19.0%, and at Fort Knox 15.9% were Black. Fifty percent of the Fort Benning sample came from the Southeast, compared to 41% at Fort Knox.

and liquor consumption in mess halls and barracks, administered to 289 EM and 38 officers on 22-23 June.

The VOLAR Survey Questionnaire contained 19 items related to specific projects funded in FY 1971, five items related to MVA innovations, 10 items related to projects to be funded in FY 1972, as well as six miscellaneous and background information items.

The major purpose of the VOLAR Survey Questionnaire was to (a) obtain relative *rankings* of the extent to which Army life at Fort Bragg was improved by the 19 VOLAR projects that were funded in FY 1971 and five MVA innovations, and (b) obtain *ratings* of the degree to which each specific innovation, independent of other innovations, enhanced personal satisfaction with the Army, using a four-point scale (*helps a great deal, helps somewhat, does not help at all, does not affect me at all*). Relative rankings and independent ratings were also obtained for the 10 projects to be funded in FY 1972.

All of the VOLAR Survey Questionnaire results were analyzed by, and presented for, four enlisted grade levels (E1-4, E5, E6, E7-9) and for two officer groupings based upon time in the Army (less than 3 years and 3 years or more). The data are purely descriptive and, while providing information about the specific Fort Bragg projects, provide little basis for comparison with other installation reports or with the more general survey conducted by HumRRO. Further, while the questionnaires obtained information about a man's career plans (*stay in the Army, leave the Army*, or *undecided*), none of the data presented in the report relate career intention to attitudes toward the specific projects.

The projects selected by Fort Bragg for its VOLAR 1971 plan were "designed to release the soldier from menial details, reduce irritants, and improve the soldier's life style." The selection of projects focused upon the lower enlisted grades (E1-5) and junior officers (less than 3 years in the Army) in accordance with the MVA program emphasis on these groups.

The 19 funded projects for FY 1971 and the five MVA projects are summarized in the Fort Bragg report according to their relative rankings from high to low, with respect to their importance for improving Army life at Fort Bragg as they were ranked by the E1-5 and junior officer target groups combined. The relative rank ordering of each project does not provide information about a project's perceived value independent of other projects and (for other reasons) may be less useful than direct ratings.[1] Direct ratings provide information that is more meaningful for comparisons with data in other reports.

The authors of this report have computed the mean rating of each project for the two officer groups and for new groupings of enlisted men into E1-5 and E6-9 grade levels, again to provide comparability with other reports. Mean ratings were based upon the frequencies with which individual grade levels selected the categories *helps a great deal, helps somewhat, does not help at all* as descriptors of the degree to which a specific project "helps you to be more personally satisfied in the Army." The weights given to the responses were: 3—*helps a great deal*, 2—*helps somewhat*, and 1—*does not help at all.*[2] The mean ratings are presented in Table 1, with their rank order in

[1] Each respondent was instructed to select the six most and six least important projects and to indicate the single most important and the single least important projects. A system of weighting was devised to generate the overall rankings with the 12 responses not identified among the most or least important by a respondent receiving a weight at midrange. This procedure provides adequate discrimination only at the extremes of the list and is particularly insensitive to projects falling in the remainder of the range.

[2] The rating "this item does not affect me" is not included in the computation of the mean values. The mean ratings reported are weighted for the frequencies in the subsamples (E1-4, E5, and officers with less than 3 years in the Army) who responded using the first three points of the original four-point scale.

Table 1

Mean Ratings of FY 1971 Funded and MVA Projects Obtained at Fort Bragg, for Enlisted and Officer Groups

Project[a]	Mean Rating by Group[b]			
	E1-5	E6-9	O1-3	O4-6
Civilian KPs	2.84(2)	2.75(2)	2.67(1)	2.73(2)
Barracks partitions and furniture	2.65(6)	2.55(8)	2.62(2)	2.65(3)
Five-day work week	2.88(1)	2.86(1)	2.61(3)	2.82(1)
Modified haircut regulations	2.66(5)	2.19(12)	2.29(7)	1.88(22)
No unnecessary reveille	2.77(4)	2.68(3)	2.35(5)	2.48(4)
Liberalized pass policies	2.78(3)	2.60(5)	2.43(4)	2.39(8)
Special Services recreational equipment	2.34(10)	2.56(7)	2.32(6)	2.22(11)
Improved on-post bus service	2.40(8)	2.58(6)	2.08(13)	2.48(10)
Civilian preventive maintenance of troop buildin	2.22(13)	2.05(18)	1.93(18)	2.21(12)
Repair, plaster, and paint selected barracks and mess halls	2.28(13)	2.24(11)	2.21(8)	2.14(15)
Civilian collection of refuse	2.18(15)	2.49(9)	2.17(9.5)	2.46(5)
Civilian police of roads and grounds	2.20(14)	2.46(10)	2.09(12)	2.43(6)
Free sewing service	2.37(9)	2.63(4)	2.13(11)	2.38(9)
Permit beer in barracks and mess halls	2.45(7)	2.16(14.5)	2.00(15.5)	2.15(14)
Repair of Womack Army Hospital elevators	2.33(11)	2.09(16)	1.71(22)	2.04(17.5)
Re-roof mess halls and paint barrack latrines in 82d area	2.11(18.5)	2.17(13)	2.00(15.5)	2.42(7)
Repair Theater #10 in 12th Support area	2.11(18.5)	2.02(21)	1.92(19)	1.92(21)
Repair of company streets in RTC area	1.98(20)	2.04(19)	2.17(9.5)	2.20(13)
Renovation of four music entertainment centers	2.13(16)	2.06(17)	2.00(15.5)	2.00(19)
Repair of temporary mess hall floors post-wide	1.92(21)	1.96(22)	1.64(23)	1.94(20)
Repair and painting of post swimming pools	2.12(17)	2.16(14.5)	2.00(15.5)	2.04(17.5)
Renovation of Fort Bragg Playhouse	1.74(24)	1.81(23)	1.44(24)	1.46(24)
Painting of main post BOQs	1.75(23)	1.73(24)	1.76(20)	2.13(16)
Installation of new lights at Hedrick Stadium	1.84(22)	2.03(20)	1.73(21)	1.77(23)

[a]Projects are listed in rank order for the combined groups E1-5 and junior officer.
[b]Rank order appears in parentheses next to each mean rating.

parentheses, for E1-5, E6-9, officers with less than 3 years of service, and officers with 3 or more years of service.

The projects are listed in Table 1 in the rank order (from most to least important) given in the Fort Bragg report for the combined E1-5 and junior officer group. There is fair agreement that the top four most important items for affecting satisfaction are: "Five-day work week," "Civilian KPs," "No unnecessary reveille," and "Liberalized pass policies" (with the exception of the O4-6 group). Officers as a group rated "Barracks partitions and furniture" slightly higher than the enlisted men. "Modified haircut regulations" appears to give somewhat less satisfaction to the E6-9 group and considerably less to the O4-6 group. "Renovation of the Fort Bragg Playhouse," "Painting of main post BOQs" (with the exception of the O4-6 group), "Repair of temporary mess hall floors

post-wide," and "Installation of new lights at Hedrick Stadium" were, in general, the projects that produced the least satisfaction among all groups.

The authors of this report have computed mean ratings for each of the 10 projects to be funded in FY 1972 for E1-5, E6-9, officers with less than 3 years, and officers with 3 years or more in the manner described for the FY 1971 and MVA projects. These data are presented in Table 2.

Table 2

Mean Ratings of Future Projects to be Funded in FY 1972 Obtained at Fort Bragg, for Enlisted and Officer Groups

Project	Mean Rating by Group[a]			
	E1-5	E6-9	O1-3	O4-6
Continue and improve Meddac Drug Abuse Program	2.48(1)	2.31(7)	2.33(3)	1.80(9)
Central appointment system for clinics at Womack Army Hospital	2.44(2)	2.56(1)	2.68(1)	2.50(2)
Expand dispensaries to care for dependents	2.42(3)	2.36(6)	2.50(2)	2.65(1)
Provide funds to improve day rooms	2.40(4)	2.43(2)	2.07(7)	2.25(6)
Modernize pharmaceutical services	2.33(5)	2.41(3)	2.26(4)	2.46(3)
Renovate medical facilities	2.30(6)	2.38(4)	2.21(5)	2.39(4)
Improve Army Community Service Program	2.19(7)	2.37(5)	2.00(8)	2.30(5)
Improve religious facilities	2.16(8)	2.24(8)	1.76(9)	1.96(7)
Initiate social work service for Womack out-patient clinics	2.04(9)	2.02(9)	2.12(6)	1.88(8)
Renovate post transportation building	1.86(10)	1.82(10)	1.67(10)	1.68(10)

[a]Rank order appears in parentheses next to each mean rating.

There is fair agreement on most items of Table 2, with the most evident exception being "Continue and improve Meddac Drug Abuse Program," which the more senior personnel rated lower in potential satisfaction.

Briefly, the results of the "Beer Questionnaire" indicate general approval of the availability of beer in mess halls and barracks. This questionnaire did not attempt to assess the impact of the availability of beer upon general attitudes toward the Army or toward intention to remain in the Army, so it provides no information directly bearing upon the impact of this aspect of the VOLAR program. It may be of interest to note that, while a higher percentage (80-100%) of enlisted men in all grade levels and both officer groups indicated that "E1-4 should be allowed to purchase liquor on post, if 21 or over," less than one-half of the men at any enlisted grade level or in either officer group thought that the Army should "permit hard liquor to be stored and consumed in the barracks."

FORT CARSON

The Fort Carson evaluation (3) consists of six substudies:

(1) Mission Performance—a subjective resume of the value of VOLAR is presented. Since no objective data are provided, this substudy does not lend itself to

comparison with findings in other studies and is not included in this review and summary.

(2) Evaluation of Funded VOLAR Projects—for 59 planned projects, including the 34 that were implemented during FY 1971, evaluation was conducted through the administration of a questionnaire to enlisted men and officers on a bi-weekly basis beginning in late March and ending in mid-June.

(3) Evaluation of the Effect of the VOLAR Test on the Attitudes Toward the Army and Re-enlistment and Officer Retention Behavior or Intentions—measures of attitudes about funded projects are given for men with different career intentions.

(4) Dependent Survey—a questionnaire was mailed, during the week of 19-23 April, to a sample of wives of personnel living on and off post. Included were questions designed to assess attitudes toward Army life in general, the VOLAR program, and the wife's perception of her influence on career decisions.

(5) Commanders' Survey—a questionnaire was administered to NCOs, warrant officers, and commissioned officers in late May 1971. The questionnaire included items on career intentions, support for VOLAR, the effectiveness of VOLAR, the effect of VOLAR on discipline, and suggestions for bringing about a Modern Volunteer Army.

(6) Impact of Life Style Improvements on Discipline at Fort Carson—a description of statistical discipline indicators (AWOL, narcotics offenses, etc.) collected between 1 January and 30 June 1971 is presented.

Fort Carson substudies (2) through (6) will be considered in more detail in the following sections.

Evaluation of Funded VOLAR Projects

There were 59 planned projects for FY 1971, 34 of which were implemented between January and June 1971. A questionnaire was developed to estimate the importance of all planned projects and the impact of each project that was implemented.

Individual importance scores were computed, based upon the respondent's rating of each project on a three-point scale of *very important*, *fairly important*, and *not at all important*. These responses were assigned values of 5, 3, and 1, respectively, and the mean value for all respondents was determined for each project. All projects, planned or implemented, were evaluated with respect to their importance. A total of 2,637 enlisted men and 332 officers participated in this evaluation.

An individual impact score was generated, based upon the respondent's importance score for the project, whether the project had affected him personally, and whether he viewed the effect as satisfactory or unsatisfactory. (No impact scores will be reported in this summary.[1])

[1] Since projects were implemented at different times during the VOLAR test period, the number of respondents who evaluated impact varied from project to project, depending upon the time of implementation and upon the number of persons who had been personally affected by the innovation and therefore were eligible to provide information used in computing impact scores. Because each individual project was evaluated selectively by different groups of persons, an unknown degree of population bias has undoubtedly been introduced into this measure. For example, it is very difficult to interpret the rank order of 1 for the Fine Arts Impact Score, based upon the responses of 20 individuals in the combined E1-5 and O1-3 group who had taken advantage of the Fine Arts program, as compared to a rank order of 19 for the Drug Center Impact Score, which had been based upon the responses of 317 individuals in the same grades who had been personally affected by the program. It is important to note that the importance score used in computing an impact score is based upon only those individuals who were personally affected by the innovation and that *their* importance ratings may be markedly different from those of the entire evaluation sample.

Information presented in the Fort Carson report on evaluation of funded projects includes the following:

(1) Mean importance scores (and mean impact scores) for each project for the following subgroups:

(a) E1-4
(b) E5
(c) E6-9
(d) W2-4
(e) O1-3
(f) O4-6

(2) Mean importance scores (and mean impact scores) for each project for the following combined subgroups arranged according to career intention:

(a) E1-5 and O1-3 *(stay)*
(b) E1-5 and O1-3 *(leave)*
(c) E1-5 and O1-3 *(undecided)*
(d) E6-9, W2-4, O4-6 *(stay)*
(e) E6-9, W2-4, O4-6 *(leave)*
(f) E6-9, W2-4, O4-6 *(undecided)*

(3) Mean importance scores (and mean impact scores) presented graphically for each project for all grade levels (E1-9, W2-4, and O1-6 combined) for the three career intention groupings: *stay*, *leave*, and *undecided*.

(4) Comparisons for the *stay* and *leave* groups (all grade levels combined) for those projects with minimum differences in importance scores between these groups. (Similar comparisons are provided for impact scores.)

(5) Project objectives and subobjectives, identified in a subsection of the evaluation report of funded projects. Data are reported, where available, on usage rates of relevant equipment, facilities, and services. Also, in this section, mean importance (and impact) scores are reported for each project analyzed for all grades combined by career intention groupings. Tabular presentations for each project in this subsection are repetitions of data presented earlier.

A considerable portion of the Fort Carson analysis concentrates upon project importance scores based upon groups with different career intentions. As stated in the Fort Carson report summary, persons who intend to remain in the Army have higher importance scores and more positive attitudes toward the Army than persons who do not intend to remain. Comparisons between men who do and do not intend to stay in the Army will not be dealt with extensively here. The important point is that persons who intend to remain in the Army have more positive attitudes about the Army and Army actions than persons who intend to leave the Army. Higher importance (and impact) scores among persons who express an intention to re-enlist probably reflect the more positive attitude of this group, and cannot be considered as evidence that VOLAR projects have affected career intention. The most suitable evidence would be a comparison of career intentions before and after the introduction of the VOLAR 1971 program, data that could not be provided in the Fort Carson report. For this reason, a considerable portion of the Fort Carson data on evaluation of funded projects will not be summarized here.

The data that provide the most critical information for summarization, and allow for possible comparisons with other studies use mean importance (and mean impact) scores for E1-4, E5, E6-9, O1-3, and O4-6 subgroups, and for combined subgroups E1-5 and O1-3 (undecided).

In Table 3, the 10 projects with the highest mean importance scores (with their rankings in parentheses) are presented for E1-5 (computed by the authors), for E6-9, O1-3, O4-6, and E1-5 combined with O1-3 for those respondents who were undecided

Table 3

The 10 Projects Rated Highest in Importance by Several Enlisted and Officer Groups at Fort Carson

Project	Mean Rating by Groups[a]				
	E1-5	E6-9	E1-5, O1-3 Undecided	O1-3	O4-6
Security lighting	4.23(1)	4.44(2.5)	4.51(1)	4.01(3)	4.00(4)
Improved medical services	4.08(2)	4.44(2.5)	4.46(2)	4.42(1)	4.37(2)
Labor-saving devices	3.84(3)	4.14(1)	4.12(4)	3.77(4)	3.97(6)
Improved medical facilities	3.83(4)	4.46(1)	4.21(3)	4.26(2)	4.42(1)
Cubicle and furniture for barracks	3.81(5.5)		3.95(7)	3.53(8)	4.18(3)
Traffic upgrading	3.81(5.5)	4.17(4)	4.07(6)	3.71(6)	3.69(9)
Civilianize KPs-selected messes	3.80(7)		3.87(9)		
GED assistance	3.68(8)	3.80(10)	4.10(5)	3.72(5)	
Day room furniture	3.67(9)	3.89(8)	3.94(8)		3.97(6)
Community facilities interior (auto craft shop)	3.57(10)	3.86(9)	3.76(10.5)		
Renovate electrical distribution system		3.96(6)	3.76(10.5)	3.51(9)	3.97(6)
Refuse collection		3.91(7)			
Provide training awards				3.57(7)	3.71(8)
Support of Drug Center				3.47(10)	
All-purpose courts equipment					3.65(10)

[a]Rank order appears in parentheses next to each mean rating.

about remaining in or leaving the Army. E1-5 and O1-3 groupings are viewed as critical target groups of the VOLAR program. The combined undecided group can be viewed with particular interest, simply because the men in this group have not made a decision. While it would be preferable to present data for undecided enlisted and officer personnel separately, the Fort Carson report does not contain sufficient information to permit the separation of these two groups.

There is a fair amount of agreement among all groups. Five of the highest ranking projects are common to the E1-5, E6-9, O1-3, and O4-6 groups. In addition, most of the remaining projects are shared among two or more of these groups.

The 10 projects with the lowest mean importance scores are presented in Table 4. Again, there is considerable agreement. Four of the lowest ranking projects are common to the E1-5, E6-9, O1-3, and O4-6 groups and most of the remaining projects are shared by two or more groups.

Effects of the VOLAR Test on Attitudes Toward the Army and on Career Behavior or Intentions

This section of the Fort Carson report primarily summarizes questionnaire data for persons who intend to leave the Army, intend to remain in the Army, or are undecided. Major findings were:

(1) Persons who intend to remain in the Army have higher importance scores and higher impact scores in their ratings of Fort Carson VOLAR projects.

(2) Persons who intend to remain in the Army are " . . . more likely to have a more favorable attitude toward the Army since assignment to Fort Carson; more likely to

Table 4

The 10 Projects Rated Lowest in Importance by Several Enlisted and Officer Groups at Fort Carson

Project	Mean Rating by Groups[a]				
	E1-5	E6-9	E1-5, O1-3 Undecided	O1-3	O4-6
Purchase two Universal Gym Sets	2.49(50)	2.36(57)	2.59(56.5)	2.06(54)	1.92(57)
Off-post religious retreats	2.44(51)	2.66(54.5)	2.63(52)	1.96(56)	2.09(54)
Support for Inscope Coffee House	2.40(52)	1.94(59)	2.58(58)	1.74(59)	1.61(59)
Junior high bus service	2.35(53)		2.61(53.5)		
Purchase unit esprit items	2.34(54)	2.80(50)	2.61(53.5)	2.07(53)	2.20(51.5)
Provide maid service for bachelor quarters	2.32(55)		2.67(51)		
Construct training facility	2.30(56)				
Provide unit re-enlistment incentives	2.18(57)				
Support of re-enlistment program	2.16(58)				
Rehabilitate re-enlistment building	2.01(59)		2.48(59)		
Purchase ice cream machines		2.78(51)			
Provide transportation for military to and from airport		2.75(52)			2.00(56)
Employ one Protestant and one Catholic Education Director		2.70(53)		1.97(55)	2.16(53)
Fine arts program		2.66(54.5)			
New coffee house		2.42(56)		1.89(57)	1.79(58)
Ski trips		2.23(58)	2.59(56.5)		2.22(50)
Transportation for off-post dependents			2.70(50)	2.10(52)	2.20(51.5)
Contract support for Chaplain			2.60(55)	1.84(58)	
Community facilities interior				2.14(51)	2.03(55)
Purchase equipment for Chapel				2.18(50)	

[a]Rank order appears in parentheses next to each mean rating.

believe a Modern Volunteer Army is possible; and are more likely to see their superiors, peers, and subordinates as supporting VOLAR."

(3) Positive attitudes toward the Army, grade, importance and impact scores, and re-enlistment intention are all interrelated (e.g., persons in the higher grades tend to have more positive attitudes toward the Army, and tend to have higher importance and impact scores).

The title of this section of the Fort Carson report implies that attitudes toward the Army and re-enlistment or retention have been affected by VOLAR. However, while data were collected periodically in six administrations of the questionnaire and shifts in attitude over time might have been detected, no data on changes in attitude across the six administrations, which might have been attributable to VOLAR, are presented in the Fort Carson report.

Dependent Survey

As indicated in the introduction to the Fort Carson evaluation, a Dependent Survey was conducted. Data are reported on:

(1) Miscellaneous items dealing with wives' preferences concerning location of housing, need for information and orientation concerning facilities and community

activities at Fort Carson, choice of location of schools, and so forth; wife's influence in family decision making, including the decision of whether to remain in or leave the Army; and wife's rating of the relative importance of medical care and facilities, adequate housing, and the PX and commissary.

(2) Ratings of factors influencing them to remain in the Army.

(3) Ratings of various aspects of Army medical care.

(4) Ratings of various characteristics of housing.

(5) Ratings of various PX and commissary characteristics.

(6) Ratings of their familiarity with VOLAR.

(7) Open-ended responses that required respondents to list VOLAR projects they felt to be important and unimportant and to indicate other problems and suggestions.

This questionnaire was mailed to 357 wives living on and off post and was completed and returned by 185 (52%). Evidence is presented suggesting that the partial return is not biased.

Two of the miscellaneous questionnaire items are of particular interest in the present report. Item 10 is: "Has your family made a decision on the Army?" In response, 30% of the sample indicated they intend to remain in the Army, 53% intend to get out of the Army, and 17% are undecided.[1] The majority of those who were undecided were married to personnel in grades E1-5 and O2-3. It is suggested that the undecided group is the main one on which VOLAR efforts should be concentrated to ensure success for a Modern Volunteer Army. Item 11 is: "How much influence do you feel you had or have on the previous question of remaining in or leaving the Army?" Ninety-five percent of the wives felt they exerted either a *strong* or a *moderate influence* on their husband's career decision.

In the ratings of 27 factors that might influence a decision to remain in or leave the Army, none appears to exert a strong positive influence. The item receiving the highest rating—"retirement benefits for husband"—has a mean rating of 3.9, which places it above the neutral value of 3 and slightly below 4, which is the scale value for *some influence to stay in the Army.*

On a set of items concerning the satisfactoriness of Army medical care for dependents, none of the six ratings was particularly high. The top item—"attitude of medical corpsmen toward you"—has a scale value of 3.4, placing it slightly above *fair.* The five scale values ranged from 1 (*unsatisfactory*) to 5 (*excellent*).

On 11 housing items, rated again on a five-point scale from *unsatisfactory* to *excellent*, the highest rated item—"convenience to shopping areas"—had a mean scale value of 3.9.

On the PX ratings, "quality of merchandise" rated highest with a mean value of 3.9; and on the Commissary ratings, the same item rated highest at 3.7.

Specific item ratings on all the preceding scales are available in the Fort Carson report. While none of the mean ratings were particularly high, neither were they particularly low. Because almost none of the ratings depart greatly from a neutral value, it seems reasonable to conclude that, in general, satisfaction prevailed. No obvious irritants were identified.

Eighty-one percent of the respondents were familiar with few or none of the VOLAR projects. Data from the open-ended responses, which required respondents to name VOLAR projects they felt to be important or unimportant, were inconclusive because of the low percentage of wives having familiarity with VOLAR.

[1] Parallel statistics provided in responses by Army personnel in the main Fort Carson VOLAR questionnaire survey are: remain in the Army, 18%; leave the Army, 62%; undecided, 15%; RA officers and no answer, 4%.

Commanders' Survey

Two hundred ninety-nine NCOs and officers were administered a questionnaire in May to obtain their opinions and attitudes on a variety of subjects: (a) their intention to make the Army a career, (b) their support of VOLAR, (c) the effectiveness of VOLAR, (d) their feelings about the attitudes of the American public toward the Army, (e) the effect of VOLAR on discipline, (f) suggested actions and policies for bringing about a Modern Volunteer Army, (g) the usefulness and effects of the councils at Fort Carson (Racial Harmony Council, Junior Officers' Council, Enlisted Men's Council), and (h) feelings about new personnel management procedures associated with VOLAR.

This survey indicated:

(1) Approximately 67% of the respondents intend to make a career of the Army, 12% are undecided. In general, field grade officers, warrant officers, and senior NCOs intend to remain in the Army and junior grade officers and E5s intend to leave.

(2) There is general acceptance of VOLAR and the MVA concept.

(3) There is lack of agreement as to whether VOLAR is meeting its goals.

(4) Half the respondents, taken as a group, tended to feel that the American public is neither friendly nor hostile toward the Army. However, when different grade levels were looked at separately, NCOs and warrant officers tended to feel the American public is friendly toward the Army, while commissioned officers tended to feel the public is hostile toward the Army.

(5) Command personnel believed discipline had improved or remained the same over the preceding six months.

(6) Actions considered most important to achieve the goals of the Modern Volunteer Army "are primarily concerned with professionalism and increasing Army efficiency." Of 57 actions and policies rated on a five-point scale from *extremely important* to *not at all important*, the five items receiving the highest rankings were (a) job or duty position satisfaction, (b) promotions based on merit, (c) adequate equipment for mission performance, (d) more emphasis on primary job performance and less on extra duties and "make work", and (e) assignment to MOS for which trained.

(7) "The most effective and best known council is the Enlisted Men's Council followed by the Racial Harmony Council and the Junior Officers' Council in that order."

(8) "Traditional management philosophies concerning tighter personnel policies, exclusive use of the chain of command, centralization of training policies, and less soldier participation in local civilian community affairs are soundly rejected."

Impact of Life Style Improvements on Discipline

This section of the evaluation presents statistics covering a broad variety of traditional disciplinary indicators. Examples of the 31 indices collected include Article 15s, Courts Martial, IG complaints, Army motor vehicle accidents, narcotics offenses, dissidence, separations—good of service, and security clearance suspensions. In a brief summary, disciplinary occurrences between January and June 1971 are compared to occurrences during the previous six months, and during January to June 1970, as well as being compared to personnel turnover (gains and losses) during January to June 1971.

Fort Carson has not attempted to use change in disciplinary occurrences as evidence of an effect of the VOLAR program, largely because of the high turnover in personnel. The major conclusion reached about these indices is: "Comparison of the line graphs of discipline indicator trends . . . with personnel turnover, gains and losses demonstrates conclusively that a mathematical correlation exists." While a conclusion that there is a relationship between discipline and personnel turnover may be perfectly sound, no correlation coefficients between measures of turnover and the statistical indices of discipline are reported, and they do not appear to have been obtained. In addition, such

statistical indicators of discipline typically have insufficient reliability and validity to serve as good measures of discipline.

Opinions from the Commanders' Survey substudy are cited as evidence that "discipline has improved or remained the same over the last six months."

FORT ORD

The Fort Ord VOLAR program and VOLAR evaluation (4) focused primarily on the Experimental Volunteer Army Training Program (EVATP) in BCT and AIT and on other innovations affecting the trainee population. Evaluation of these aspects of the VOLAR program is reported separately (10). The focus of the present report continues to be permanent party enlisted and officer personnel.

In the Fort Ord report, five sections review VOLAR effects upon permanent party personnel: (a) Training Cadre Attitude, (b) Permanent Party Opinion, (c) Dependent Survey, (d) Retention, Re-enlistment, and Recruitment, and (e) Post-wide Disciplinary Trend Indicators. These sections of the Fort Ord report are summarized and discussed below.

Training Cadre Attitude

A questionnaire was administered to 259 drill sergeants and 69 officers in mid-March and to 184 drill sergeants and 44 officers in late May. In the questionnaire, respondents indicated their degree of agreement or disagreement (on a seven-point scale) on 50 statements about the Army, VOLAR, and the effects of VOLAR. Data are presented in the Fort Ord report showing the mean ratings obtained in the March and May administrations for the first 24 questionnaire items and the magnitude of mean change in attitude between the administrations. Data are presented for drill sergeants (a) with 24 or more months experience as drill sergeants, (b) with 23 months or less experience, and (c) for these groups combined. While eight of the 24 items reported in this section focus upon the EVATP or the effect of VOLAR on trainees, 16 deal more directly with permanent party attitudes, for example: "Most people in our country today do not have a very high opinion of the Army," "Project VOLAR has shortened the number of hours the cadremen and officers put in on the job," and "Project VOLAR makes me proud of an organization that is willing to change and improve itself."

For the combined group of drill sergeants, nine of the 16 items show a decline in attitude between the first and second administration. Drill sergeants with less than 24 months of experience as drill sergeants showed an increase in attitude on nine of the 16 items between the first and the second administration. Drill sergeants with two or more years of experience showed an increase in attitude on eight items. For officers, only two of the 16 items showed a positive change in attitude. However, no tests of significance of changes, either positive or negative, are reported. The fact that on seven items in the Fort Ord questionnaire attitude improved slightly whereas on nine items it decreased slightly suggests that random fluctuation is operating.[1] Overall, one cannot conclude from the data presented that VOLAR has had either a positive or a negative effect on attitudes.

Permanent Party Opinions

This section attempts to relate the perceptions of permanent party personnel at Fort Ord about actions being undertaken there to ratings of personal importance of possible

[1] Further indication of random fluctuation is found in the HumRRO questionnaire data; 11 bi-weekly samples of attitudinal information collected from permanent party personnel at Fort Ord and four other posts showed considerable variability over time.

actions and conditions as viewed by permanent party personnel at five posts. The analysis carried out by Fort Ord was based on a portion of the data collected by HumRRO and presented in an interim briefing to SAMVA in June 1971.[1] Rather than reviewing interim HumRRO data here, the reader is directed to the final HumRRO report where data covering the entire 11 questionnaire administrations to permanent party personnel (at Fort Ord and other posts) are presented (5).

Dependent Survey

Six thousand questionnaires intended for completion by wives of Army personnel were distributed through Army channels. Two thousand were returned and data from a random 10% were analyzed.[2] In the questionnaire, 10 VOLAR innovations affecting dependents were listed for the respondent's information. Respondents were asked whether these changes, taken together, would incline them to urge their husbands to stay in the Army (*strongly urge him, mildly urge him, makes no difference, mildly urge him to leave*, or *strongly urge him to leave*). Also, space was provided for respondents to list any of the VOLAR changes that they liked most and liked least.

However, the responses regarding influence of the VOLAR changes appear more likely to be a reflection of general attitudes toward an Army career than toward the effect that the 10 innovations have on career choice. That is, the data "say" that *as a result of the VOLAR changes*, 15% of the wives would *strongly* urge their husbands to remain in service, and 18% would *strongly* urge their husbands to leave the service. It is quite unlikely that the 10 innovations (e.g., "Bag boys—Commissary," "Free sporting events," "Expanded hours of operation of craft shops, libraries") could have the impact (particularly in the negative direction) that a literal interpretation of the data would suggest.

The fill-in question produced too few responses to allow any meaningful conclusions, with the possible exception of "Night Clinics for Dependents at USAH," which 39 out of 200 respondents listed among the best-liked innovations.

Retention, Re-enlistment, and Recruitment

Data are cited showing a progressive increase in re-enlistment among enlisted men at Fort Ord from 41% of the quota (2% of operating strength) in February to 112% of the quota in June.

Data on retention of junior officers is presented for the period of February through June 1971. No data are presented for comparable time periods prior to VOLAR. While

[1] The data had been presented in the HumRRO briefing for two groups—men with less than and more than two years in the Army. The Fort Ord report combined these data by averaging the ranks for the two groups. A preferable procedure would have been to average mean ratings, weighted for the number of persons in each group. The Fort Ord report presents comparisons between those items seen as most (and least) important and those items seen as having the most (and least) being done about them. These comparisons were restricted to the 57 items that were common to the check lists on "importance" (which contained the 57 items) and "action seen" (which contained 82 items). As a consequence, the 10 actions listed in the Fort Ord report as receiving the most or the least action do not include some items that actually fell in the top or the bottom 10. In general, the conclusion in the Fort Ord report that ". . . the main thrust of VOLAR . . . may be somewhat off target" is similar to the HumRRO finding that there is no positive relationship (r=—.01) between what men say is important and the actions they see the Army taking.

[2] No information on the representativeness of the 2,000 returned questionnaires is given in the Fort Ord report.

the Fort Ord report states that "The trend indicates that junior officers are accepting relief from active duty as opposed to retention in the service," it is not possible to evaluate the correctness of this statement in the absence of comparative data.

Post-Wide Disciplinary Trend Indicators

Summary statements of trends for a variety of traditional disciplinary indicators are given (e.g., accident rate, IG complaints, PX shoplifting). Because, for most of the indicators, the actual data are not presented, no evaluation of the reported trends could be made.

SUMMARY OF HumRRO EVALUATION OF ENLISTED AND OFFICER PERMANENT PARTY PERSONNEL

This section summarizes the part of the HumRRO evaluation that is concerned with enlisted and officer permanent party personnel at selected Army installations (5, 6, 7, 8).

The evaluation was based upon two questionnaire studies. In the first, or main study, questionnaires were administered at Forts Ord, Jackson, Benning, Carson, and Knox, 11 times between February and June 1971.[1] In the second study, questionnaires were administered at Fort Bragg and selected installations in USAREUR during April and June 1971. All questionnaire administrations used random sampling without replacement.

The questionnaires covered the following nine areas:

(1) Demographic characteristics, both civilian and military.
(2) Family background.
(3) Educational background.
(4) Work history.
(5) Personal morale.
(6) General attitudes toward the Army (a Composite Attitude Score was generated from these items).
(7) Attitudes toward specific features of the Army—training, present job, superiors, and so forth.
(8) Re-enlistment intention.
(9) Attitudes toward a variety of things, states, and situations that were the objects of potential and actual VOLAR innovations—food, privacy, working conditions, bus service, racial discrimination, and so forth. In a series of four check lists, each respondent indicated (a) the personal importance of objects of potential or actual innovation, (b) his estimate of the likelihood of finding such conditions currently in the Army, (c) his awareness of innovations and actions taken by the Army regarding these objects and conditions, and (d) the influence that each object of innovation would have on his Army career decision.

The items contained in the first check list were included in the other three lists. The last two check lists contained additional items.

[1] Forts Benning, Bragg, Carson, Ord, and the selected USAREUR installations had originally been designated as VOLAR experimental posts by SAMVA. Fort Knox and Fort Jackson had been designated as control posts. The distinction between experimental and control posts was dropped in the HumRRO analysis because Army-wide innovations were in effect at all posts. While HumRRO looked for systematic differences between nominally experimental and control posts, no such systematic differences appeared during the analysis.

The HumRRO data on enlisted permanent party personnel are based upon a total sample of 20,640 responses. Of these, 19,310 were obtained in 11 bi-weekly administrations of questionnaires at Forts Ord, Jackson, Benning, Carson, and Knox between February and June 1971. The remaining 1,330 were obtained in two administrations of the questionnaire (one in April and one in June 1971) at Fort Bragg and at three installations in USAREUR.

The data on officer permanent party personnel are based upon a total of 2,512 responses. Of these, 2,343 were obtained in the bi-weekly administrations at Forts Ord, Jackson, Benning, Carson, and Knox. One hundred sixty-nine were obtained in the administrations of the questionnaire at Fort Bragg and USAREUR.

In the preceding sections of this report where installation evaluations have been reviewed, the procedure has been to follow the sequence of topics as presented in the original report. The summary of the HumRRO report will depart from this procedure in order to present the data on the enlisted men common to the main study and to the Fort Bragg and USAREUR study together. Data on officer personnel at Fort Bragg and in USAREUR will not be covered in this summary. Only very limited conclusions could be drawn from the officer questionnaires at these locations because of the extremely small sample size. These conclusions may be found in the HumRRO report.

The summary is organized as follows:

(1) Data on enlisted men common to all installations
   (a) Background characteristics
   (b) Attitudes about the Army and re-enlistment intention
   (c) Descriptive statistics about check list responses concerning potential or actual objects of innovation

(2) Data for officers at Forts Ord, Jackson, Benning, Carson, and Knox (the five posts of the main study)
   (a) Background characteristics
   (b) Attitudes about the Army and intention to stay in the Army
   (c) Check list responses concerning potential or actual objects of innovation

(3) Analyses for enlisted and officer personnel from the main study
   (a) Regression analysis of the effects of background and attitudinal variables on re-enlistment intention for enlisted men.
   (b) Regression analysis of the effects of background and attitudinal variables on officers' intention to remain in the Army.
   (c) Descriptive statistics for enlisted men about Satisfier Scores derived from responses to check lists.
   (d) Variations on individual items among the 11 administrations of the questionnaire for enlisted men.
   (e) Comparisons for enlisted men with two years or less and more than two years of service by Post and by Time of Questionnaire Administration.
   (f) Comparisons for officers in Obligated Tour (OT) and for Voluntary Indefinite (VI) and Regular Army (RA) combined, by Post and by Time of Questionnaire Administration.

DATA ON ENLISTED MEN COMMON TO ALL INSTALLATIONS

Background Characteristics

The samples at the seven installations differed considerably in many of their important background characteristics such as Age, Grade, Time in Army, Combat Experience, Race, Marital Status, Geographic Origin, and Education. Selected samples are:

Characteristic	Over All Installations	Range[1]
Median length of time in Army (years)	2.85	1.46(U) - 3.31(J)
Combat experience, Vietnam	58%	29%(U) - 69%(B)
Black	18%	14%(C) - 26%(J)
From Southeast U.S.	40%	29%(C) - 61%(J)
From Far West U.S.	11%	4%(J) - 30%(O)

Attitudes

There were even more striking differences among installations in attitudes toward the Army, as shown in the following examples:

Attitude	Over All Installations	Range
Would select the Army if given a choice among services	45%	30%(U) - 57%(J)
Would have come into Army if there had not been a draft	44%	34%(C) - 52%(J)
Composite Attitude Score[2]	5.7	4.8(U) - 6.4(J)

[1] B = Benning, C = Carson, J = Jackson, O = Ord, U = USAREUR.

[2] The Composite Attitude Score (CAS) was obtained for each person by counting his positive responses to 10 attitudinal items. Scores could range from 0 (no favorable responses) to 10 (all favorable responses). The items were:

How do you like being in the Army?
If you had your choice right now, which of the services would you rather be in?
Do you sometimes think you should have tried harder to avoid military service?
Do you think the kind of discipline you get in the Army is good for you?
It is sometimes said that the "the Army makes a man of you." Do you believe that this is true?
Do you think you have had a square deal in the Army?
As far as you are concerned, do you think that your military service has been: A valuable experience, A waste of time, Some of both?
Do you think you could get as good a job in civilian life as you have in the Army?
Do you think that most men have a better chance of getting ahead in the Army than they would have outside the Army?
Do you care whether or not you are a good soldier?

Because the total sample size for each post in the main study was large (3000 to 4000 or more), a difference in post CAS means as small as .13 would be significant at the .05 level. Between Fort Bragg and USAREUR, differences in CAS means of .30 would be statistically significant.

Consistently, the most positive attitudes toward the Army were found among enlisted men at Fort Jackson, while the most disaffected persons were found in USAREUR. The percentage of men at each location who were planning to re-enlist or were undecided is as follows:[1]

Post	Planning to Re-enlist or Undecided (Percent)
Fort Jackson	45
Fort Bragg	42
Fort Ord	39
Fort Knox	37
Fort Benning	36
Fort Carson	27
USAREUR	26

It should be noted that these statistics are given as an example of how re-enlistment intention and other attitudinal data vary from post to post as concomitants of variability in the background characteristics of men at the posts. Because attitudes vary greatly as a function of such characteristics, particularly time served in the Army, the actual percentage of men who intend to re-enlist and other attitudinal data is more meaningfully examined separately for men with two years or less in the Army and for men with more than two years in the Army (see pp. 41-51).

Check List Responses

In Check List 1, enlisted respondents rated the personal importance of each of 57 items on a three-point scale from *very important* and *fairly important* to *not at all important*. Mean rankings for each item were computed and then the rank order for all 57 items was determined. The items rated most important by men at Forts Ord, Jackson, Benning, Carson, and Knox combined[2] are presented in the body of the HumRRO report[3] (separate post data are available in appendices for all installations, including Fort Bragg and USAREUR). The 10 items ranked overall as most important and the 10 least important by the combined five posts and Fort Bragg and USAREUR are provided in Tables 5 and 6.

Although the rank orders of the 10 most important items differ somewhat, the important feature to be observed is that nine of the 10 items (out of 57 to be chosen from) are common to all installations. Among the 10 least important items, somewhat greater divergence appears in the USAREUR sample.

Check List 2 was made up to assess each man's experience in finding each of the 57 items in the Army. The respondents were asked to rate each item as having a *Good Chance*, *Fair Chance*, or *Poor Chance* of being found in the Army. The 10 conditions having the most and least chance of being found in the Army are shown in Tables 7 and 8.

[1] Throughout the remainder of the summarization of the HumRRO report, where re-enlistment intention statistics are presented, men who are undecided about re-enlistment have been grouped with men who intend to re-enlist to compose a group that does not find the Army unattractive.

[2] Rank orders of items on Check List 1 correlated .90 or above from post to post. This relationship was maintained for Check Lists 2, 3, and 4.

[3] A general rule followed by the HumRRO authors was that unless individual posts differed by at least 10 ranks from the overall rank of all five posts, such differences were considered minor and were reported in the text.

Table 5

Check List 1: Rankings of 10 Items Most Important Personally, by Enlisted Men at Five Posts, Fort Bragg, and USAREUR (Based upon a list of 57 items)

Item	Rankings		
	Five Posts (N=19,310)	Fort Bragg (N=654)	USAREUR (N=676)
Being able to get good medical and dental service	1	3	2
Being sure I'll be able to earn a living	2	3	3.5
Being treated with respect	3	5.5	3.5
Being treated like a responsible person	4	5.5	6.5
Having good food	5	1	1
Having a chance to plan my own future	6	3	5
Getting fair treatment on the job	7	8	10
Having a good family life	8	10.5	
Doing interesting and satisfying work	9	7	8.5
Having some privacy	10	10.5	6.5
Having an opportunity for personal advancement or promotion		9	
Being free to speak up and be heard			8.5

Table 6

Check List 1: Rankings of 10 Items Least Important Personally, by Enlisted Men at Five Posts, Fort Bragg, and USAREUR (Based upon a list of 57 items)

Item	Rankings		
	Five Posts (N=19,310)	Fort Bragg (N=654)	USAREUR (N=676)
Having good bus service	57	57	57
Having a chance to meet and date girls	56	55	54
Having free personal services (haircuts, laundry, etc.)	55	56	55
Having a chance to play sports	54	54	56
Having a chance for travel and new experience	53	50	
Having a variety of entertainment available	52	52	46.5
Having counseling and aid about money problems	51	49.5	
Freedom from physical danger	50	53	50
Getting time off for overtime work	49		46.5
Having a place to get together with friends	48	51	
Having someone to talk over problems with		49.5	46.5
Having a chance to be of service to my country			53
Being able to make and get telephone calls			52
Getting free job training			51
Being allowed to have and use my own car or cycle			49
Having a chance to be my own boss			46.5

One item, "Having good food," appears among both the 10 most personally important and the 10 having the least chance of being found in the Army, although this potential irritant occurs for the USAREUR enlisted group only. Except at Fort Bragg, "Medical and dental services" appears to be a strong potential satisfier (i.e., it is among the 10 most personally important and among the 10 most likely conditions to be found in the Army). "Being sure I'll be able to earn a living" appears as a strong potential satisfier for the Fort Bragg sample.

Check List 3 was designed to find out which of 82 items were perceived by the men to be the objects of Army action. Respondents were instructed to check whether they felt the Army was *Doing a Lot*, *Doing Something*, or *Doing Nothing* about each item.

Table 9 shows the 10 conditions that enlisted men perceived the Army as doing the most about, and Table 10 shows the 10 conditions about which the Army is doing the least. While "Privacy" did not appear overall among the top 10 items that the Army is doing the most about, it was ranked fourth at Fort Benning and eighth at Fort Carson, reflecting innovations at these posts. None of the items that were rated among the 10 most personally important on Check List 1 appear among those 10 items that the Army is doing the least about.

Check List 4 was designed to find out which of 84 items influence men to re-enlist and which influence them to leave the Army. On this check list respondents rated the items on a five-point scale from *A strong influence to stay* through *Some influence to stay*, *No influence one way or the other*, *Some influence to leave*, to *Strong influence to leave*. The 10 items that exert the strongest influence on enlisted men to re-enlist are given in Table 11, and the 10 items that exert the strongest influence on men to leave the Army are in Table 12.

Perhaps the most important observation concerning Table 11 on influences to re-enlist is that at least two of the most influential conditions do not have direct costs associated with them (stabilized tour for re-enlisting, re-enlisting for duty in a specific unit). Among the conditions that influence men to leave the Army (Table 12), at least two could be attacked without cost: "Mickey Mouse," and "The way rules are stated and enforced." Two of the items on this list are beyond the direct control of the Army ("The Vietnam War" and "The reaction of the public to the military").

DATA FOR OFFICERS AT FORTS ORD, JACKSON, BENNING, CARSON, AND KNOX

Background Characteristics

The 11 random samples of officers obtained at each post were often considerably smaller than the goal of the sampling procedure, which was to obtain 50 officer respondents at each session. Seventy-five percent of the 55 samples were below this goal. Three samples were less than 30 and one was as small as six. No bias in the samples was noted, although it is difficult to detect bias in such small samples.

As with the enlisted men, officers at the five posts were compared on a variety of background variables. Like the enlisted men, the officer samples from the posts differed in certain characteristics, although the variations were not so striking.

Attitudes

Attitudes toward the Army among officers were examined. A Composite Attitude Score was computed for officers, using nine relevant items from the questionnaire, rather than 10 items which made up the Composite Attitude Score for enlisted men. Mean Attitude Scores for officers and enlisted men, by post, are compared in Table 13.

Table 7

Check List 2: Rankings of 10 Items Having Best Chance of Being Found in the Army, by Enlisted Men at Five Posts, Fort Bragg, and USAREUR (Based upon a list of 57 items)

Item	Rankings		
	Five Posts (N=19,310)	Fort Bragg (N=654)	USAREUR (N=676)
Being allowed to have and use my own car or cycle	1	1	
Being able to make and get telephone calls	2	7	
Having legal counsel	3	3.5	4.5
Having a chance to be of service to my country	4	5	10
Getting paid vacations	5	2	
Forming satisfying friendships	6	6	2
Having a chance to play sports	7	8	7
Having educational opportunities	8	3.5	7
Being able to get good medical and dental service	9		3
Having respect for superiors	10	9	
Having good relations with people of other races		10.5	
Being sure I'll be able to earn a living		10.5	
Being able to get free dental and eye care for dependents			1
Being able to use special discount stores			4.5
Liking the people you live with			7
Liking the people you work with			9

Table 8

Check List 2: Rankings of 10 Items Having Least Chance of Being Found in the Army, be Enlisted Men at Five Posts, Fort Bragg, and USAREUR (Based upon a list of 57 items)

Item	Rankings		
	Five Posts (N=19,310)	Fort Bragg (N=654)	USAREUR (N=676)
Having free personal services (haircuts, laundry, etc.)	57	57	56
Having a choice of job location	56	56	57
Having freedom from Mickey Mouse stuff	55	55	55
Having a chance to meet and date girls	54	49.5	51
Having a chance to be my own boss	53	52.5	
Having some choice of job	52	54	54
Getting the kind of specialized training I would like	51	49.5	51
Getting time off for overtime work	50	52.5	49
Having a chance to make money	49		
Being respected by the general public	48	48	
Having good bus service		51	51
Having good food			48
Having good relations with people of other races			53

Table 9

Check List 3: Rankings of 10 Items the Army is Doing Most About, by Enlisted Men at Five Posts, Fort Bragg, and USAREUR (Based upon a list of 82 items)

Item	Rankings[a]		
	Five Posts (N=19,310)	Fort Bragg (N=654)	USAREUR (N=676)
A chance to have and use my own car or cycle	1	1	6*
A chance to play sports	2	4	2
Educational opportunities	3	2	1
Opportunity to make and get telephone calls	4	9	
Legal counsel	5	5	8
Counseling and aid for drug users	6	3	
A chance to be of service to my country	7	8	
Paid vacations	8	7	
Cash as a re-enlistment bonus	9	6	6*
Medical and dental service	10	10*	3
Retirement benefits		10*	6*
Someone to talk over problems with		10*	
Free dental and eye care for dependents			4
Having respect for superiors			9
Free evenings and weekends			10

[a] *Indicates three-way tie in rankings.

Table 10

Check List 3: Rankings of 10 Items the Army is Doing Least About, by Enlisted Men at Five Posts, Fort Bragg, and USAREUR (Based upon a list of 82 items)

Item	Rankings		
	Five Posts (N=19,310)	Fort Bragg (N=654)	USAREUR (N=676)
Chance to resign my enlistment on a 30 day notice	82	80.5	77.5
Making NCO clubs dues-free	81	82	77.5
Free personal services (haircuts, laundry, etc.)	80	80.5	80
Shorter re-enlistment terms	79	78	76
Being stationed near home	78	79	82
A chance to meet and date girls	77	76	80
A choice of job location	76	77	80
Providing placement service for part-time civilian jobs	75	74	
Allowing training in an MOS of your choice	74		
Promotion as a re-enlistment bonus	73	75	
Making work interesting and satisfying		73	
Harassment			73
Freedom from Mickey Mouse stuff			74
A place for visiting family to stay			75

Table 11

Check List 4: Rankings of 10 Items Exerting Strongest Influence on Enlisted Men to Re-enlist, at Five Posts, Fort Bragg, and USAREUR (Based upon a list of 84 items)

Item	Rankings		
	Five Posts (N=19,310)	Fort Bragg (N=654)	USAREUR (N=676)
If a stabilized tour were given for re-enlisting	1	2	7
If the Army would allow retraining in an MOS of a man's choice	2	4	
If weekends and holidays were not charged against leave time	3	5	5.5
If I were able to re-enlist for duty in a specific unit	4	3	2
If a promotion were given as a re-enlistment bonus	5	1	8.5
If better education were assured for dependents	6	7.5	3.5
If I were able to resign my enlistment on a 30 day notice	7	6	5.5
The retirement benefits	8	10	3.5
If extra leave were given as a re-enlistment bonus	9	7.5	
If cash were given as a re-enlistment bonus	10	9	
If higher grades were given for useful civilian skills			1
If there were less harassment			8.5
If the Army provided a service for getting off-post housing for families			10.5
If they had shorter re-enlistment terms			10.5

Table 12

Check List 4: Rankings of 10 Items Exerting Strongest Influence on Enlisted Men to Leave the Army, at Five Posts, Fort Bragg, and USAREUR (Based upon a list of 84 items)

Item	Rankings		
	Five Posts (N=19,310)	Fort Bragg (N=654)	USAREUR (N=676)
Mickey Mouse stuff	84	84	84
The overtime work	83	83	82
The evening and weekend duty	82	82	79.5
The way the rules are stated and enforced	81	81	78
The living quarters (barracks)	80	80	79.5
The present state of the Vietnam War	79	79	
The reaction of the general public to the military	78	75	
The amount of privacy there is	77	77.5	81
The risk of physical danger	76		
The food	75	77.5	83
The amount of racial and other discrimination		76	77
The extent to which something is done about complaints			75
The choice I have of job locations			76

Table 13

Comparisons of Mean Attitude Scores of Officers and Enlisted Men, by Post

Post	Mean Attitude Score	
	Officers	Enlisted Men
Fort Ord	6.5	5.9
Fort Jackson	6.4	6.4
Fort Benning	6.7	5.8
Fort Carson	6.4	4.9
Fort Knox	6.7	5.8
Total	6.5	5.7

Officers' attitudes, even on a scale with a slightly lower maximum ceiling, are more positive than among enlisted men and are more homogeneous from post to post. Officer attitudes toward the Army do not vary appreciably from post to post, although officers with different status (e.g., Obligated Tour, Voluntary Indefinite, and Regular Army) exhibit different activities (see pp. 52-61).

Officers in the three groupings—OT, VI, and RA—were asked questions appropriate to their status about their plans for future service in the Army (as an analog of re-enlistment intention for enlisted men). As with enlisted men, officers who were undecided about their future were grouped with those who elected options to remain in service, to form a group who found the Army "not unattractive."

Post	Finding The Army Not Unattractive (Percent)
Fort Knox	69.6
Fort Carson	61.5
Fort Benning	59.8
Fort Ord	58.7
Fort Jackson	55.4
Overall	61.0

Fort Knox was significantly higher than the other four posts, which did not differ reliably. This difference is attributable to differences in background characteristics of officers at Fort Knox as compared to other posts, and is not due to other characteristics or management of the posts.[1]

Check List Responses

The 10 items of Check List 1 that were rated as most important by officers are presented in Table 14.[2] Data on the enlisted men from the same five posts (the main

[1] See section on "Regression Analysis of the Effects of Background and Attitudinal Variables on Re-enlistment Intention, for Enlisted Men" page 37.

[2] No post showed a rank as much as 10 ranks away from the overall rank on any of the items of Check List 1.

Table 14

Check List 1: Rankings of 10 Items Most Important Personally, by Officers and Enlisted Men at Five Posts

Item[a]	Ranking	
	Officers	Enlisted Men[b]
Doing interesting and satisfying work	1	9
Having a feeling of usefulness	2	
Getting fair treatment from my superiors	3	
Getting fair treatment on the job		7
Having a good family life	4	8
Having an opportunity for personal advancement or promotion	5.5	
Having superiors who merit respect	5.5	
Being able to get good medical and dental service for myself	7	
Being able to get good medical and dental service		1
Having some privacy	9	10
Being treated with respect	9	3
Being given the amount of responsibility I think I can handle	9	
Being treated like a responsible person		4
Being sure I'll be able to earn a living		2
Having good food		5
Having a chance to plan my own future		6

[a]Items that were considered equivalent, but which differed in wording between the enlisted and officer questionnaires are bracketed.
[b]See data from Reference 5.

Table 15

Check List 1: Rankings of 10 Items Least Important Personally, by Officers and Enlisted Men at Five Posts

Item[a]	Ranking	
	Officers	Enlisted Men[b]
Having counseling and aid about money problems	57	51
Having free personal services	56	55
Getting free job training	55	
Getting time off for overtime work	54	49
Having a variety of entertainment available	53	52
Being able to use special discount stores	52	
Having legal counsel	50.5	
Having good transportation available	50.5	
Having good bus service		57
Having a good social life	49	
Having a place to get together with friends		48
Having someone to talk over problems with	48	
Having a chance to meet and date girls		56
Having a chance to play sports		54
Having a chance for travel and new experience		53
Freedom from physical danger		50

[a]Items that were considered equivalent, but which differed in wording between the enlisted and officer questionnaires are bracketed.
[b]See data from Reference 5.

study) are included for purposes of comparison. Seven of the 10 items rated most important by officers also appear among the top 10 for enlisted men.

The 10 items rated least important are given in Table 15. In the case of the least important items, there is agreement on six of the 10 items.

The 10 items seen by officers as most available and least available in the Army (Check List 2) are presented in Tables 16 and 17. On only one item was there considerable disagreement among posts. Officers at Forts Jackson and Benning considered "Being able to get free dental and eye care for dependents" more available than did officers at Forts Ord, Carson, and Knox. The authors conclude: "This item obviously reflects differences in local policy." Enlisted men again are included in Tables 16 and 17 and show fair agreement with officers on conditions most and least likely to be found in the Army.

The 10 items that the Army is seen as doing the most about, and the 10 it is seen as doing the least about (Check List 3) are presented for officers (with enlisted men included for comparison) in Tables 18 and 19. The HumRRO report indicates a variety of conditions where there is disagreement among posts regarding items seen as having the most and the least being done. With one exception, these items do not fall in the top or bottom 10 for any post, and are not reported here.[1] Officers at Fort Ord (and Fort Jackson) rated "A place for visiting family to stay" among the bottom 10 (and 12), whereas officers at Fort Benning and Fort Carson rated this condition considerably higher as an object of Army action.

Table 16

Check List 2: Rankings of 10 Items Most Available in the Army, by Officers and Enlisted Men at Five Posts

Item[a]	Ranking	
	Officers	Enlisted Men[b]
Getting paid vacations	1	5
Having a chance to be of service to my country	2	4
Having legal counsel	3	3
[Maintaining my physical fitness	4.5	
[Having a chance to play sports		7
Being sure I'll be able to earn a living	4.5	
Forming satisfying friendships	6	6
Having good relations with people of other races	7	
Being allowed to have guests in my on-post living quarters	8	
Having a chance for travel and new experience	9	
Having good food	10.5	
Being able to get good medical and dental service for myself	10.5	
Being able to get good medical and dental service		9
Being allowed to have and use my car or cycle		1
Being able to make and get telephone calls		2
Having educational opportunities		8
Having respect for superiors		10

[a]Items that were considered equivalent, but which differed in wording between the enlisted and officer questionnaire are bracketed.

[b]See data from Reference 5.

[1] See Table 5 in Reference 7.

Table 17

Check List 2: Rankings of 10 Items Least Available in the Army, by Officers and Enlisted Men at Five Posts

Item	Ranking	
	Officers	Enlisted Men[a]
Having freedom from red tape and irrelevancies	57	
Having free personal services	56	57
Getting time off for overtime work	55	50
Having a choice of job location	54	56
Having some choice of job assignment	53	52
Having regular working hours	52	
Being able to get free dental and eye care for dependents	51	
Being respected by the general public	50	48
Having a chance to plan my own future	48.5	
Getting the kind of specialized training I would like	48.5	51
Having freedom from Mickey Mouse stuff		55
Having a chance to meet and date girls		54
Having a chance to be my own boss		53
Having a chance to make money		49

[a]See data from Reference 5.

Table 18

Check List 3: Rankings of 10 Items Receiving the Most Army Action, by Officers and Enlisted Men at Five Posts

Item[a]	Ranking	
	Officers	Enlisted Men[b]
Paid vacations	1	8
Counseling and aid for drug users	2	6
A chance to be of service to my country	3	7
Educational opportunities	4	3
Harassment of trainees	5	
Legal counsel	6	5
Freedom from racial and other discrimination	7	
Food	8.5	
Good relations with people of other races	8.5	
Medical and dental service for myself	10	
Medical and dental service		10
A chance to have and use my own car or cycle		1
A chance to play sports		2
Opportunity to make and get telephone calls		4
Cash as a re-enlistment bonus		9

[a]Items that were considered equivalent, but which differed in wording between the enlisted and officer questionnaires are bracketed.

[b]See data from Reference 5.

Table 19

Check List 3: Rankings of 10 Items Receiving the Least Army Action, by Officers and Enlisted Men at Five Posts

Item[a]	Ranking	
	Officers[b]	Enlisted Men[c]
[Making Officers' Clubs dues-free	84	
[Making NCO Clubs dues-free		81
Pay increases based on merit	83	
Additional leave time	82	
Providing annual awards for outstanding officers who are not in combat arms	81	
Freedom from red tape and irrelevancies	80	
Policy with regard to efficiency ratings	78.5	
Increased change of promotion	78.5	
Requiring officers to buy dress uniforms	76.5	
Maintaining unit strength	76.5	
Being stationed near home	75	78
Chance to resign my re-enlistment on a 30-day notice		82
Free personal services		80
Shorter re-enlistment terms		79
A chance to meet and date girls		77
A choice of job location		76
Providing placement service for part-time civilian jobs		75
Allowing training in an MOS of your choice		74
Promotion as a re-enlistment bonus		73

[a]Items that were considered equivalent, but which differed in wording between the enlisted and officer questionnaires are bracketed.

[b]The officer version of Check List 3 contained 84 items, in comparison to 82 items for the enlisted men.

[c]See data from Reference 5.

While there is considerable agreement between officers and enlisted men about the top 10 conditions that the Army is doing the most about, there is disagreement, perhaps more apparent than real, about the 10 items that the Army is doing the least about. Sixty-five of the Check List 3 items were comparable on the officer and enlisted forms. Five items rated by officers as receiving the least action were inappropriate for the enlisted version of Check List 3, and five items rated by enlisted men as receiving the least action were inappropriate for inclusion in the officer questionnaire.

The 10 items that would have the strongest influence on officers toward staying in or leaving the Army are given in Tables 20 and 21. None of the items on which there were disagreements in ratings among posts appeared among the 10 most influential items for staying in or leaving. Because of the lack of total comparability of Check List 4 for officers and enlisted men (68 items were comparable), there is fair agreement on the conditions that would exert a positive influence on either group to remain in the Army. Furthermore, there is striking agreement on those conditions that would exert a negative influence on either group to stay in the Army.

Table 20

Check List 4: Rankings of 10 Items That Influence Men to Stay in Army, by Men at Five Posts

Item[a]	Ranking	
	Officers	Enlisted Men[b]
If there were increased chances for promotion	1.5	
If there were "across the board" pay increases	1.5	
If pay increases were based on merit	3	
[If tours of duty were stabilized	4	
[If a stabilized tour were given for re-enlisting		1
The retirement benefits	5.5	8
If there were continued retirement benefits for my family in case of my death	5.5	
If there were free dental and eye care for dependents	7	
If weekends and holidays were not charged against leave time	8	3
[If I were promoted one grade	9	
[If promotion were given as a re-enlistment bonus		5
If more equitable job assignments were made	10	
If the Army would allow retraining in an MOS of a man's choice		2
If I were able to re-enlist for duty in a specific unit		4
If better education were assured for dependents		6
If I were able to resign my enlistment on a 30-day notice		7
If extra leave were given as a re-enlistment bonus		9
If cash were given as a re-enlistment bonus		10

[a]Items bracketed were equal, but wording differed between questionnaries.
[b]See data from Reference 5.

Table 21

Check List 4: Rankings of 10 Items That Influence Men to Leave Army, by Men at Five Posts

Item[a]	Ranking	
	Officers	Enlisted Men[b]
[Red tape and irrelevancies	85	
[Mickey Mouse stuff		84
If I could get a good civilian job	84	
The evening and weekend duty	83	82
The overtime work	82	83
The present state of the Vietnam war	81	79
The reaction of the general public to the military	79.5	78
The risk of physical danger	79.5	76
The way the rules are stated and enforced	78	81
If my Army friends were to resign	77	
The extent to which something is done about complaints	76	
The living quarters		80
The amount of privacy there is		77
The food		75

[a]Items bracketed were equal, but wording differed between questionnaires.
[b]See data from Reference 5.

ANALYSES FOR ENLISTED AND OFFICER PERSONNEL FROM THE MAIN STUDY

Regression Analysis of the Effects of Background and Attitudinal Variables on Re-enlistment Intention, for Enlisted Men

In the HumRRO report, it is demonstrated that certain background characteristics (such as Age, Grade, and Time in the Army) are strongly related to both the Composite Attitude Scores and to Re-enlistment Intention. Three examples of this relationship will be shown here—Time in Service, Race, and Geographic Origin.

Time in Service, a variable closely related to both Age and Grade, is clearly related (as are Age and Grade) to both Attitude and Re-enlistment Intention of enlisted men.

Time in Service	Mean Composite Attitude Score	Intending to Re-enlist (Percent)
Less than 1 year	4.5	16
1 to 2 years	4.5	14
3 to 4 years	5.7	41
5 to 6 years	7.0	66
7 to 8 years	7.4	77
9 to 10 years	7.6	87
11 or more years	7.9	67

The slight drop off in Re-enlistment Intention for the 11 or more years group may be attributed to the approaching retirement of some portion of this group.

There is a difference among the three racial groups in their attitudes and intentions to re-enlist:

Race	Mean Composite Attitude Score	Intending to Re-enlist (Percent)
White	5.5	32
Black	6.4	53
Other	6.0	40

Geographic Origin also appears to be a strong variable related to both Attitude and Re-enlistment Intention as noted in the following table:

Geographic Origin	Mean Composite Attitude Score	Intending to Re-enlist (Percent)
Middle West	5.2	28
Northeast, Mountain States and Southwest, Far West	5.3	30
Southeast	6.3	44
Not in U.S.	6.7	55

The HumRRO authors observe: "Other background variables, such as Marital Status, Number of Dependents, Size of City of Origin, Educational Level, and Family Attitude

all show similar relationships with Attitude and Re-enlistment Intention. Attitudes are strongly dependent upon background characteristics."

Because enlisted men at different posts varied in background characteristics, which are related to Attitudes toward the Army and toward Re-enlistment Intention, the effects of VOLAR innovations on Attitudes toward the Army and toward Re-enlistment Intention at the different posts could be compared only through a method of analysis that controls for these initial differences between posts. The method used by HumRRO was multiple regression analysis.[1]

When differences in background characteristics of enlisted men at different posts were controlled, there were no significant differences in Attitudes and Re-enlistment Intention either across posts or between nominally experimental and control posts.[2] However, when Time (of administration of the questionnaire) and the Post by Time Interaction are added as predictor variables to the regression analysis, a small but statistically significant effect is found for Time. The Post by Time Interaction makes a relatively larger, but still not very practically important, contribution to Re-enlistment Intention.

Regression Analysis of the Effects of Background and Attitudinal Variables on Officers' Intention to Remain in the Army

Background characteristics such as Age, Time in Army, Race, and Region of Origin were found, as with the enlisted men, to be related to plans to remain in the service. Because officers at different posts varied in background characteristics, and because background characteristics are related to Intention to Remain in the Army, the effects of VOLAR innovations on intention of officers at the different posts to remain in the Army were compared through a regression analysis. When difference in background characteristics of officers at different posts were controlled, there were no differences across posts in Intention to Remain in the Army.

Differences observed among the posts in Intention to Remain in the Army—including Fort Knox, which was significantly higher than the other posts on this variable—result from the differences among officers between the posts and not from the characteristics of the posts themselves.[3,4] When Time (of administration of the questionnaire) and the Posts by Time interaction are added as predictor variables to the analysis,

[1] The analysis treated all questionnaire items (demographic, background, work history, personal morale, attitudinal and check list items) and sources derived from patterns of responses to check list items (Perceived Satisfaction and Effective Satisfaction Scores). The best set of variables for predicting Re-enlistment Intention, identified in the final regression analysis, included (in order of importance): Time in Army, Draft Motivation, Race by Region of Origin, Number of Dependents, Grade, Grade by Education, and Race by Education. The value of the multiple correlation, using this set of variables to predict Re-enlistment Intention, was .60. The HumRRO authors point out that, although a correlation of .60 is statistically highly significant, there are other unidentified variables not measured in the study that may be equally or more important determinants of Re-enlistment Intention.

[2] Two additional multiple regression analyses will be reported subsequently for enlisted men with two years of service or less and with more than two years of service.

[3] The best set of variables for predicting intention to remain in the Army, among officers, as identified in the regression analysis, included (in order of importance): Time in Army, Current Status (OT, VI, or RA), Draft Motivation, Race by Part of Country, Failed Promotion, Age, and Years of Education. The multiple correlation between Intention to Stay in the Army and these predictors was .59. The authors observe: "Although this correlation is highly significant and most unlikely to be due to change, it leaves a large portion of the variation in Intention to Stay unaccounted for. That is, there are other variables which we did *not* measure, that affect this criterion variable, and that account for more of the variability than those we did measure."

[4] Two additional multiple regression analyses will be reported subsequently for Obligated Tour officers and for the combined Voluntary Indefinite and Regular Army officers.

"... neither Posts, Time, nor Posts by Time had any statistically significant effect on Intention to Stay above and beyond the effects of the other predictor variables. In other words, the percentage of officers who planned to stay in the Army was a constant, the same at all posts and for all administrations of the questionnaire, once the differences in background characteristics had been compensated for."

Satisfier Scores for Enlisted Men, Derived From Responses to Check Lists

In order to integrate much of the check list information, several scores were generated for enlisted men for each item of the basic check list (Check List 1).[1] The items in the first of the four check lists had been included in the three remaining check lists and provided the base from which objects, actions, and conditions were assigned to a variety of categories:

(1) Potential Satisfier—An item that a man judges both as *very important* or *fairly important* to him personally and as one that he would have a *good chance* or a *fair chance* of finding in the Army.

(2) Potential Irritant—An item that a man judges both as *very* or *fairly important* and as one that he would have a *poor chance* of finding in the Army.

(3) Perceived Satisfier—Any Potential Satisfier *or* a Potential Irritant that the Army was seen as *doing a lot* or *something* about.

(4) Perceived Irritant—A Potential Irritant that the Army was seen as *doing nothing* about.

(5) Effective Satisfier—A Perceived Satisfier that a man says would influence him *strongly* or *some* to re-enlist.

(6) Effective Irritant—A Perceived Irritant that a man says would influence him *strongly* or *some* to leave the Army.

Neutral categories that were consistent with the Satisfier and Irritant categories were also developed so that all items could be fully classified on each list.

A Perceived Satisfier Score was generated for each item, based upon the number of persons for whom that item had been classified as a Perceived Satisfier (weighted 2), as a Neutral (weighted 1), and as a Perceived Irritant (weighted 0). Effective Satisfier Scores were generated based upon the number of persons for whom items had been classified as Perceived Satisfiers, Irritants, or Neutrals either influencing them to stay in or leave the Army, or having no influence on their re-enlistment decision.[2]

Perceived Satisfaction Scores were developed for each person in the study, based upon his total number of Perceived Satisfiers, Perceived Neutrals, and Perceived Irritants. Effective Satisfaction Scores were also developed for each person.

The 10 highest ranking Perceived Satisfiers are presented in Table 22 for enlisted men. Again, these items represent those that men view as being of some importance, and that are either fairly available in the Army or (if not fairly available) were seen as objects of Army action.

The 10 lowest ranking Perceived Satisfiers are given in Table 23 for enlisted men. These items are of particular relevance. Because of their low position on the list, they

[1] Funding limitations precluded comparable analyses of the officer data.

[2] The HumRRO authors point out that two of the categories are paradoxical (i.e., Perceived Satisfiers that influence a man to leave the Army and Perceived Irritants that influence a man to remain in the Army). However, scoring systems that first included and then excluded these two categories "... produced identical rankings of the items," and the more inclusive scoring scheme is used in the reporting of these data.

Table 22

Ten Highest Ranking Perceived Satisfiers, Among Enlisted Men at Five Posts

Rank	Item
1	A chance to have and use my own car or cycle
2	Chance to form satisfying friendships
3	Legal counsel
4	Educational opportunities
5	Having respect for superiors
6	Liking the people I live with
7	Medical and dental service
8	Liking the people I work with
9	Opportunity to make and get telephone calls
10	Job security

may be interpreted as items that are of some importance to men, but that are neither easily found in the Army nor seen as the object of any action by the Army.

Table 23

Ten Lowest Ranking Perceived Satisfiers, Among Enlisted Men at Five Posts

Rank	Item
57	Free personal services (haircuts, laundry, etc.)
56	A choice of job location
55	A chance to meet and date girls
54	Freedom from Mickey Mouse stuff
53	A chance to be my own boss
52	Choice of job
51	Time off for overtime work
50	A chance to make money
49	A chance for the kind of specialized training I would like
48	Being respected by the general public

Variations on Individual Items Among the 11 Administrations of the Questionnaire for Enlisted Men

The effects of the passage of time were also studied for the items of Check Lists 2 and 3, involving the enlisted man's perception of the chances of finding a given condition in the Army and his awareness of Army innovative actions. Rankings of items on Check List 2 were quite stable over time. Variations in responses to Check List 3 did emerge at some posts for some items, presumably reflecting innovations at these posts. The rankings

of the following items, out of the total of 82 on Check List 3, generally showed an increased awareness of Army action over the 11 questionnaire administrations:

Post	Item	Post	Item
Fort Ord	Bus service	Fort Carson	Privacy
Fort Benning	Privacy		Food
	Bus service		Bus service
	A chance of free job training		Recognition and reward for doing good work
	A chance for travel and new experience		A place for visiting family to stay

These patterns were observed at experimental posts only. At Fort Jackson and Fort Knox, the two installations designated as control posts, no items appeared to follow a rising pattern of awareness of Army action.

Comparisons for Enlisted Men With Less Than and More Than Two Years of Service, by Post and Over Time

Since all of the foregoing analyses involving enlisted men had been made for samples that combined men with varying amounts of time in the Army, it is possible that trends over time could be obscured if different subgroups exhibited trends in opposite directions. A more intensive search for possible trends among enlisted men appears in this section of the summary where the responses of men with two years or less of service (the Two-Year Group) and men with more than two years of service (the More Than Two Years Group) are examined separately.

In the Two-Year Group, 14% of the men either intend to re-enlist or are undecided, whereas in the More Than Two Years Group 63% intend to re-enlist or are undecided. In addition, these two groups differed in median age, median grade, combat experience in Vietnam, proportion of Black to White, marital status, geographic origin, and general attitudes toward the Army.

Regression analyses with Re-enlistment Intention as the variable to be predicted were undertaken for the two groups separately. The best set of predictors was, for each group, in order of importance:

Two-Year Group	More Than Two Years Group
Draft Motivation	Time in Army
Race by Region of Origin	Draft Motivation
Education	Grade
Number of Dependents	Marital Status

The value of the multiple correlation was .38 for the Two-Year Group and .35 for the More Than Two Years Group.[1] Again, as in the regression analysis for the two groups

[1] It may be observed that the correlations for the Two-Year Group and the More Than Two Years Group separately are considerably lower than for the two groups combined (.60). Such a drop in correlation could be anticipated. As the HumRRO authors noted, "Because the two groups are more homogeneous than the combined sample and because all the predictor variables are correlated with Time in Army, the correlations found between the predictor variables and Re-enlistment Intention are lower within each of the groups than they were in the total sample."

combined, it was observed that while both of these correlations are statistically significant "... a very large proprotion of the variation in the Re-enlistment Intention of these men is not accounted for by these variables."

Posts, Time (of administration of questionnaire), and the interaction of Posts by Time were added to the regression equations. For the Two-Year Group, the multiple correlation changed from .38 to .39 when the additional three predictors were included. The HumRRO authors concluded that "While this increase is statistically significant, it certainly is not of much practical value." For the More Than Two Years Group, it was found that "... neither Time nor the interaction of Post by Time added a statistically significant amount of information to the prediction and that Post, although statistically significant, yields a miniscule amount of information on Re-enlistment Intention over that given by the best set of predictors above."

Overall, for both groups, Re-enlistment Intention did not vary enough either by Posts or over the 11 questionnaire administrations to provide information of any practical consequence.[1]

The HumRRO report contrasts the Two-Year Group and the More Than Two Years Group on their responses to items of Check Lists 1, 3, and 4 where rankings between these groups differed considerably (differences of one standard deviation or greater in mean ratings). Because the majority of such items tended to fall in the mid-ranks, these differences are of relatively little significance and are not reported here. Instead, the current authors have prepared tables presenting, for these groups, the rankings of items (a) that are most important personally (Check List 1), (b) that the Army is seen as doing the most about (Check List 3), (c) that exert the strongest influence on men to re-enlist, and (d) that exert the strongest influence on men to leave the service (Check List 4). These data are presented in Tables 24 through 27.

Of the items ranked most important personally (Table 24), six are common to both groups. On the remaining items, which appear among the 10 most important for one group only, the other group's rating did not differ by more than one standard deviation. Since the ratings by the groups are so similar, the list as a whole is suitable for use in planning future MVA innovations.

Of the items that the Army is seen as doing the most about (Table 25), six are again common to both groups. Of the remainder, there are two in which the groups differed appreciably (by more than one standard deviation) in their ratings: "A chance to be of service to my country," and "Food." The relatively high rating of "A chance to be of service to my country" by the More Than Two Years Group may reflect this group's commitment to an Army career. The lower rating of "Food" by the Two-Year Group suggests that these men do not see VOLAR innovations in this area as significant improvements.

The two groups agreed more on things that would cause them to re-enlist (Table 26) or leave the Army (Table 27) than might have been expected. For both types of lists (re-enlist or leave), there is agreement on seven out of 10 items. Among the Two-Year Group, conditions that would shorten the term of re-enlistment are given greater importance as an influence toward re-enlistment. The More Than Two Years Group emphasizes re-enlistment benefits.

Among conditions influencing men to leave the Army, the Two-Year Group only emphasizes the lack of privacy, the lack of opportunity to make money, and the

[1] Because a significant interaction of Posts by Time emerged for both the Two-Year Group and a significant main effect for Posts for the More Than Two Years group, analysis over time by Posts and Groups separately could show a clearer pattern of trends. Such analyses are presented later in this summary.

Table 24

Check List 1: Rankings of 10 Items Most Important Personally, by Two Groups of Enlisted Men

Item	Time in Army	
	Two-Year Group (N=10,406)	More Than Two Year Group (N=8,904)
Being able to get good medical and dental service	2	1
Being sure I'll be able to earn a living		2
Being treated with respect	3	4
Being treated like a responsible person	6	3
Having good food	5	7
Having a chance to plan my own future	1	
Getting fair treatment on the job	7	9
Having a good family life		6
Doing interesting and satisfying work	9	10
Having some privacy	10	
Having an opportunity for personal advancement or promotion		5
Being free to speak up and be heard	8	
Having free evenings and weekends	4	
Being able to get free dental and eye care for dependents		8

Table 25

Check List 3: Rankings of 10 Items the Army is Doing Most About, by Two Groups of Enlisted Men

Item	Time in Army	
	Two-Year Group (N=10,406)	More Than Two Year Group (N=8,904)
A chance to have and use my own car or cycle	1	2
A chance to play sports	2	3
Educational opportunities	4	1
Opportunity to make and get telephone calls	3	7
Legal counsel	7	5
Counseling and aid for drug users	6	8
A chance to be of service to my country		4
Paid vacations		6
Cash as a re-enlistment bonus	8	
Medical and dental service	5	
Retirement benefits	9	
Someone to talk over problems with		10
Free evenings and weekends	10	
Food		9

Table 26

Check List 4: Rankings of 10 Items Exerting Strongest Influence on Men to Re-Enlist, by Two Groups of Enlisted Men

Item	Time in Army	
	Two-Year Group (N=10,406)	More Than Two Year Group (N=8,904)
If a stabilized tour were given for re-enlisting	4	1
If the Army would allow retraining in an MOS of a man's choice	3	4
If weekends and holidays were not charged against leave time	2	6
If I were able to re-enlist for duty in a specific unit	9	2
If a promotion were given as a re-enlistment bonus	8	3
If better education were assured for dependents	6	7
If I were able to resign my enlistment on a 30-day notice	1	
The retirement benefits	10	5
If extra leave were given as a re-enlistment bonus		8
If cash were given as a re-enlistment bonus		10
If there were less harassment	7	
If they had shorter re-enlistment terms	5	
The chance to be of service to my country		9

Table 27

Check List 4: Rankings of 10 Items Exerting Strongest Influence on Men to Leave the Army, by Two Groups of Enlisted Men

Item	Time in Army	
	Two-Year Group (N=10,406)	More Than Two Year Group (N=8,904)
Mickey Mouse stuff	84	84
The overtime work	83	83
The evening and weekend duty	82	82
The way the rules are stated and enforced	80	79
The living quarters (barracks)	81	78
The present state of the Vietnam War	77	81
The reaction of the general public to the military	75	80
The amount of privacy there is	78	
The risk of physical danger		77
The amount of racial and other discrimination		76
The chance to make money	79	
The kind of family life I can have	76	
The chances I have to meet and date girls		75

uncertainty of being able to have a good family life. The More Than Two Years Group only emphasizes the risk of physical danger, and racial and other discriminations as reasons for leaving the Army.

As indicated, there is considerable agreement between the Two-Year Group and the More Than Two Years Group in the top 10 items influencing them to remain in the Army and the bottom 10 that influence them to leave. However, when the mean ratings of *all* items common to Check Lists 3 and 4 are considered for these separate groups, a somewhat different picture emerges. The correlation between the items of Check Lists 3 and 4 was .41 for the Two-Year Group and −.22 for the More Than Two Years Group.

The .41 correlation for the former group indicates that the Army actions perceived by these men tend to be items that they say would have a positive effect on their re-enlistment intention. Conversely, the correlation of −.22 for the latter group suggests that the actions they perceive the Army as undertaking may have a slightly negative effect on their re-enlistment intentions. Thus, while both groups tend to agree on their ratings of things that exert the greatest influence on their re-enlistment decision, either positive or negative, overall they disagree somewhat in their perception of what the Army is doing in relation to that which would influence them to re-enlist.

Because a significant interaction of Posts by Time emerged for both the Two-Year Group and More Than Two Years Group, several variables were examined for these two groups for each post, separately over time:

(1) Re-enlistment Intention
(2) Composite Attitude Score
(3) Questionnaire Item 69, which was not part of the Composite Attitude Score[1]
(4) Overall mean of Check List 3 (overall awareness of Army actions)

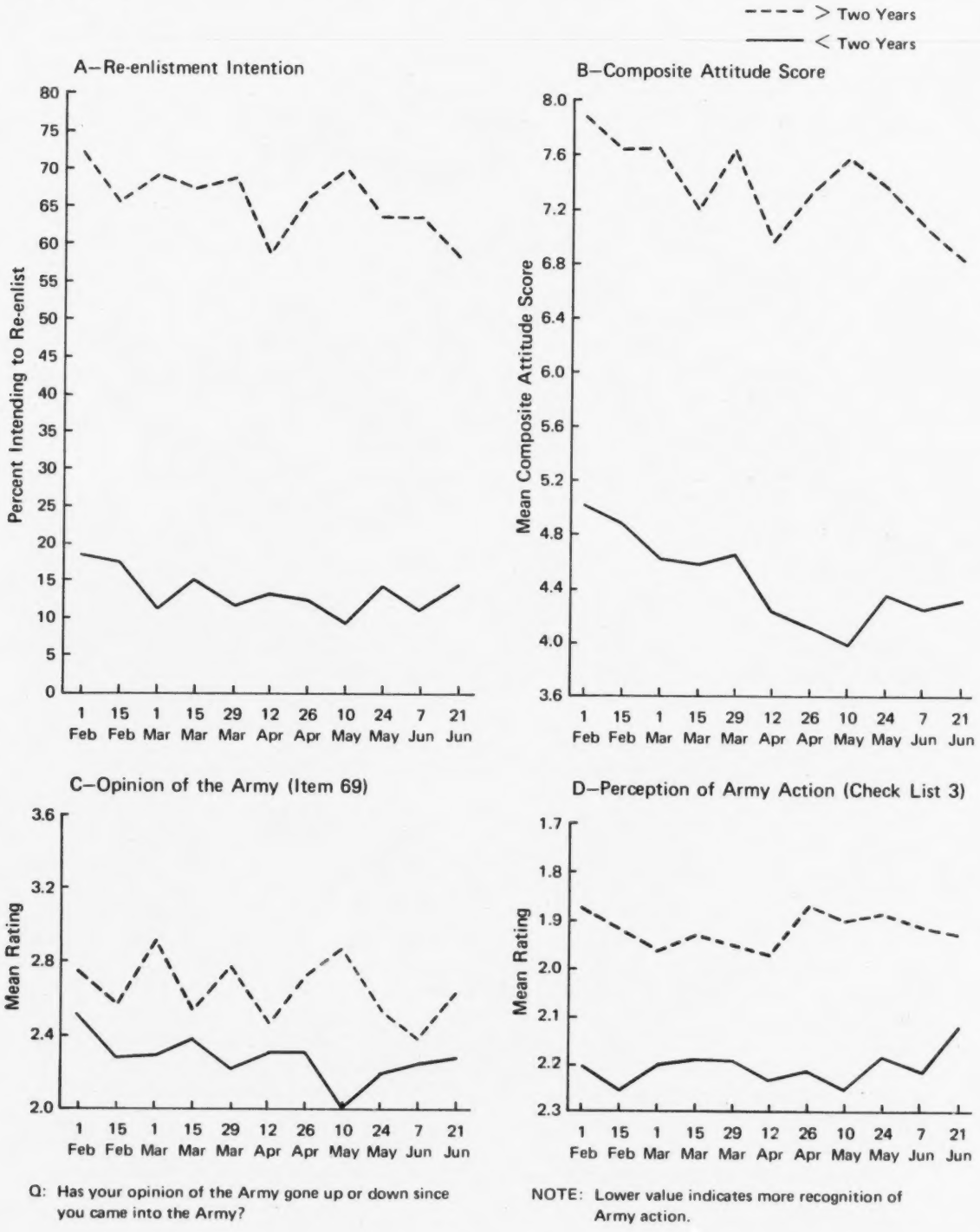
These data, as illustrated in Figures 1-5, have not been statistically adjusted for differences between posts in the background characteristics of the post populations. Hence, the data presented next, post by post, do not provide a means of making comparisions of posts per se. The primary interest in these data is to observe trends over time where they occur at individual posts.

There is considerable fluctuation over time, as can be observed in the majority of the figures. The present authors used straight lines of best fit to test for trends, but the assumption of linearity is questionable in most cases and the slopes will not be reported. Only where the assumption of linearity seems reasonable, and where a slope has been obtained of sufficient magnitude to suggest a potentially important trend, will a trend be discussed. The test for trends used here is susceptible to the effects of a single highly deviant point, particularly when that point falls at the beginning of the questionnaire administration series.

Two striking examples of such deviant points can be observed in the Fort Benning data (Re-enlistment Intention for men with less than two years of service) and the Fort Jackson data (Question 69 for men with less than two years of service). Because these points are at the extremes, it is difficult to determine whether they reflect a stable shift, random variation, or uncontrolled factors associated with the particular administration. It should be noted that in highly variable attitudinal data of this sort (including Re-enlistment Intention), a 22-week period is probably too short a time to provide clear evidence of trends. Further, the VOLAR experiment could not reasonably be expected to produce sharp changes in attitudes during its first 22 weeks.

[1] Questionnaire Item 69: "Overall, would you say your opinion of the Army has gone up or down since you came into the Army?" Rated on a six-point scale ranging from *Gone up a lot* (6) to *Gone down a lot* (1). This item permitted a man to express an opinion about the Army independent of any implicit comparison with civilian life.

Attitudes of Men With More Than and Less Than Two Years of Service: Fort Ord

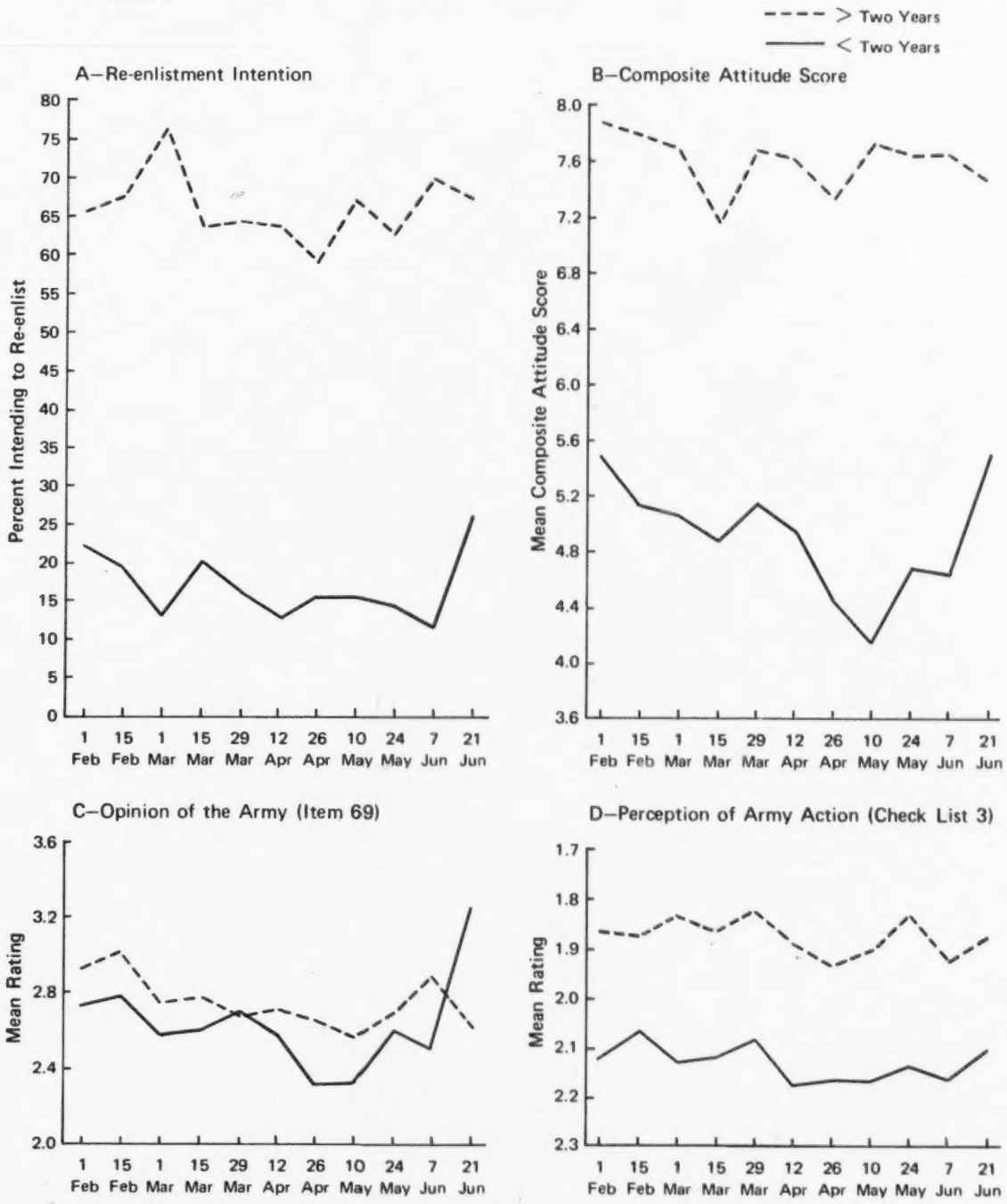


Q: Has your opinion of the Army gone up or down since you came into the Army?

NOTE: Lower value indicates more recognition of Army action.

Figure 1

Attitudes of Men With More Than and Less Than Two Years of Service: Fort Jackson

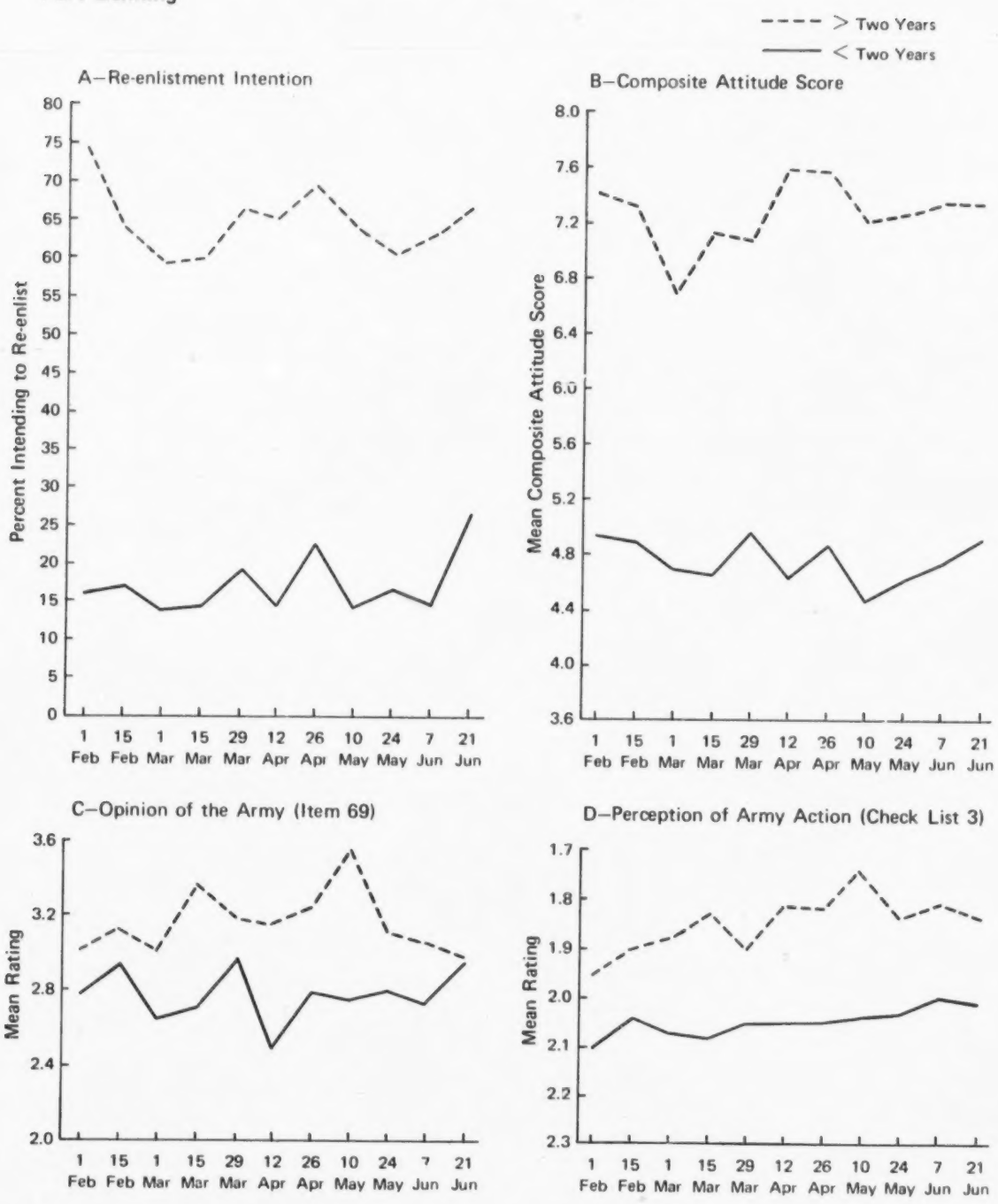


Q: Has your opinion of the Army gone up or down since you came into the Army?

NOTE: Lower value indicates more recognition of Army action.

Figure 2

Attitudes of Men With More Than and Less Than Two Years of Service: Fort Benning

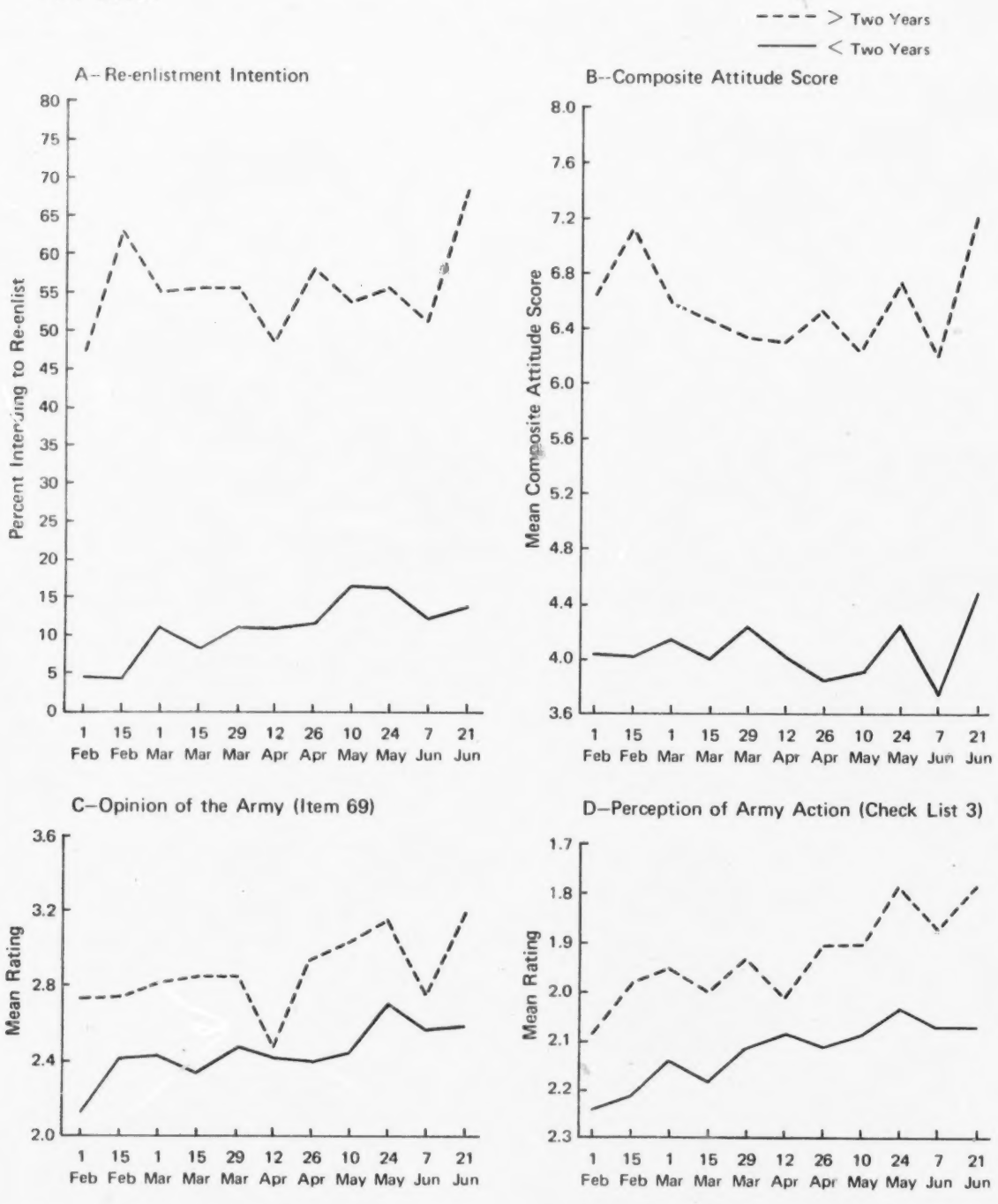


Q: Has your opinion of the Army gone up or down since you came into the Army?

NOTE: Lower value indicates more recognition of Army action.

Figure 3

Attitudes of Men With More Than and Less Than Two Years of Service: Fort Carson

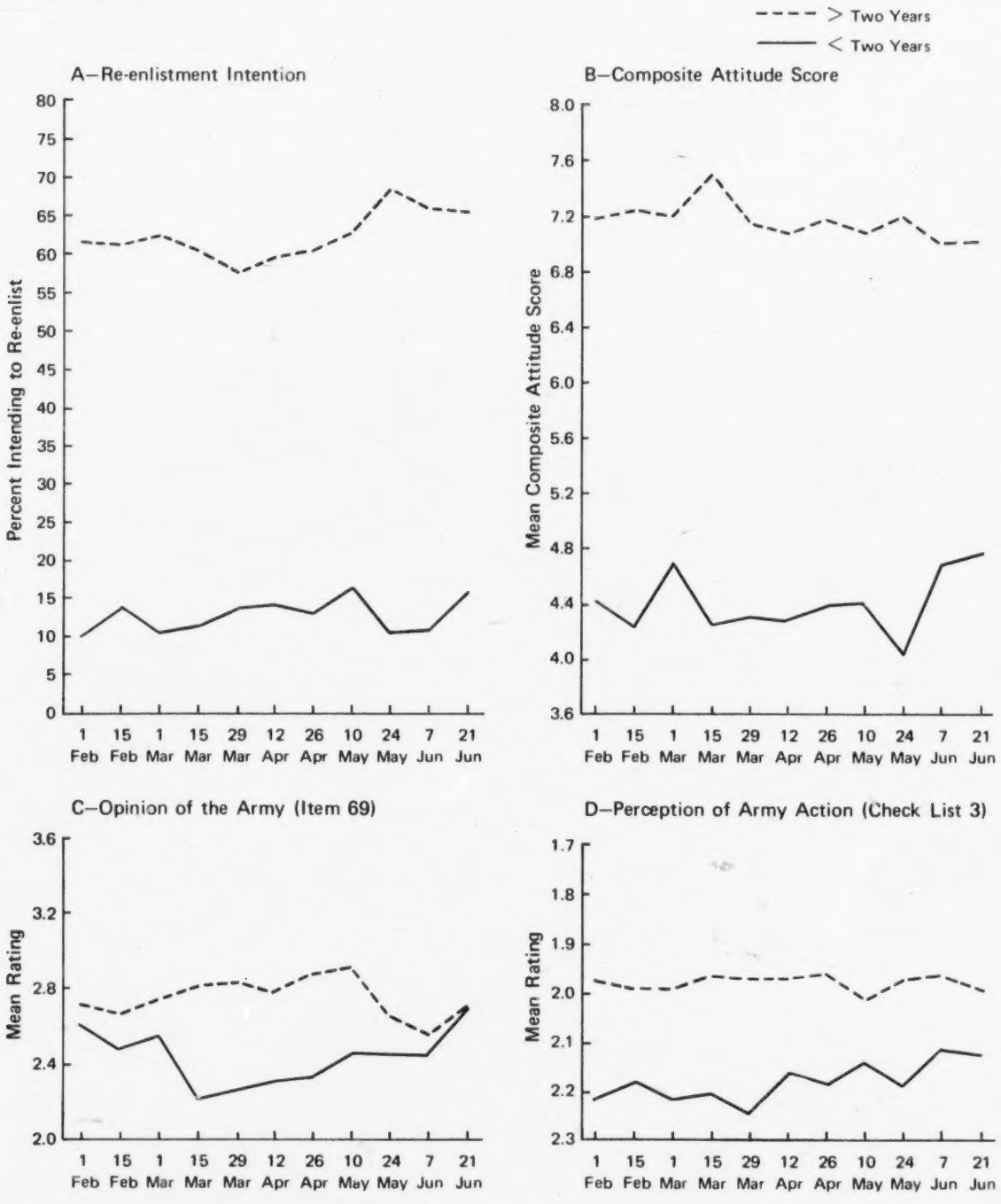


Q: Has your opinion of the Army gone up or down since you came into the Army?

NOTE: Lower value indicates more recognition of Army action.

Figure 4

Attitudes of Men With More Than and Less Than Two Years of Service: Fort Knox



Q: Has your opinion of the Army gone up or down since you came into the Army?

NOTE: Lower value indicates more recognition of Army action.

Figure 5

At Fort Ord, there is a downward trend in Re-enlistment Intention and in the Composite Attitude Score for the More Than Two Years Group.

At Fort Jackson, there is a downward trend in Composite Attitude Score for men with less than two years of service, and a downward trend in Item 69 for men with more than two years of service.

At Fort Benning, there is a slight upward trend in Composite Attitude Score for the More Than Two Years Group and a clear trend upward in Check List 3. Over time, there is an increasing awareness that the Army is doing something to improve conditions both among men with two years or less, and those with more than two years in the Army.

At Fort Carson, there is an increasing trend toward re-enlistment among men with two years or less in the Army. Also, Question 69 and Check List 3 show upward trends for both Less Than Two Years and More Than Two Years groups.

At Fort Knox, there is an upward trend in Re-enlistment Intention and a downward trend in Composite Attitude Score for the More Than Two Years Group. For the Two-Year Group, there is an upward trend on Check List 3.

These findings, which are summarized in Table 28, show a fairly clear and explicable pattern. Upward trends are most evident at two VOLAR experimental posts, Fort Benning and Fort Carson. At Fort Ord, an experimental post where most of the innovations were directed at trainees rather than permanent party, and at the control posts, Fort Jackson and Fort Knox, there are relatively fewer trends of any consequence and more of these trends are downward. The downward trends may reflect a deterioration in attitudes where men are aware of VOLAR actions that are occurring elsewhere but that do not affect them.

Table 28

Trends for Enlisted Men With More Than and Less Than Two Years of Service

Post[a]	Re-enlistment Intention		Composite Attitude Score		Item 69[b]		Awareness of Army Actions (Check List 3)	
	<2 Years	>2 Years	<2 Years	>2 Years	<2 Years	>2 Years	<2 Years	>2 Years
Fort Benning				UP			UP	UP
Fort Carson	UP				UP	UP	UP	UP
Fort Ord		Down		Down				
Fort Jackson			Down			Down		
Fort Knox		UP		Down			UP	

[a]The three experimental posts are listed alphabetically, followed by the "control" posts, also alphabetically.

[b]Item 69: Overall would you say your opinion of the Army has gone up or down since you came into the Army?

Perhaps the most important observation to be made is that where monies have been spent on VOLAR innovations affecting permanent party personnel—at Fort Benning and at Fort Carson—there is consistent recognition of Army action by these men, whether they have had less or more than two years of service (Check List 3).

Comparisons for Officers in OT and for VI and RA Combined, by Post and Over Time

Three different groups of officers have been identified according to their status—OT, VI, and RA. The HumRRO report demonstrates that the OT group is quite different in many of its background characteristics and attitudes toward the Army compared to VI and RA officers. VI and RA officers tended to be quite similar and, therefore, were combined into one group for additional analyses.

Among a great variety of ways in which they differ from VI and RA, OT officers are younger, lower in rank, and have less time in the Army. OT officers had less favorable attitudes toward the Army and few intended to remain in the Army—31% compared to 80% of the combined VI and RA group.

Regression analyses with Intention to Remain in the Army as the variable to be predicted were undertaken for these two groups separately. The best set of predictors for each group (in order of importance) was:

OT Officers	VI and RA Officers
Time in Army	Time in Army
Draft Motivation	Draft Motivation
Race by Education	Age
Rank	
Rank by Education	
Age	

The multiple correlation between each set of predictors and Intention to Remain in the Army was .40 for OT and .36 for VI and RA. In both instances, a very large proportion of the variation in Intention to Remain in the Army is not accounted for by the predictor variables. When Posts, Time, and the Post by Time Interaction were added to the regression equation, the multiple correlation did not increase significantly for either group.

The HumRRO report provides descriptive statements that contrast several items from Check Lists 1, 3, and 4 on which OT officers differed considerably from the combined VI-RA group. The present authors have prepared tables providing the 10 highest ranking items on Check Lists 1, 3, and 4 and the 10 lowest ranking items on Check Lists 1 and 4 for the OT group and the VI-RA group (Tables 29 to 33).

For the items rated most important personally (Table 29), six items were common to both groups. On only one of the top 10 items did the groups differ significantly (more than one standard deviation): "Being sure of continued retirement benefits for my family if I should die" was significantly less important to OT officers.

For the items rated least important personally (Table 30), eight are found in the lists of both groups. On only one of the 10 items least personally important did the groups differ significantly—"Freedom from physical danger."

Nine of the 10 items that the Army is seen as doing the most about (Table 31) were common to the OT and VI-RA lists. The groups did not differ significantly in their rating of the one item specific to each group.

The two groups agreed on eight of the 10 items that would influence them to remain in the Army (Table 32). The groups differed significantly on one item: "The chance to make money."

The two groups also agreed on eight of the ten items that would influence them to leave the Army (Table 33) and differed significantly on only one item: "The choice of job assignment," which exerts a stronger influence on the OT officers to leave the Army.

Table 29

Check List 1: Rankings of 10 Items Most Personally Important, by Two Officer Groups

Item	Ranking	
	Obligated Tour	Voluntary Indefinite and Regular Army
Doing interesting and satisfying work	1	1
Getting fair treatment from my superiors	2	4
Having a chance to plan my own future	3.5	
Having a feeling of usefulness	3.5	2
Having some privacy	5	
Having some choice of job assignment	6.5	
Having some personal freedom	6.5	
Having a good family life	8	5
Being free to speak up and be heard	9	
Being treated with respect	10.5	11
Having superiors who merit respect	10.5	6.5
Having an opportunity for personal advancement or promotion		3
Being able to get good medical service for my dependents		6.5
Being able to get good medical and dental service for myself		8
Being sure of continued retirement benefits for my family if I should die		9
Being given the amount of responsibility I think I can handle		11
Having clear rules that I can fairly enforce		11

As with the enlisted men, several variables were examined for the two officer groups for each post separately over time. These were:

(1) Intention to Remain in the Army
(2) Composite Attitude Score
(3) Questionnaire Item 77 (which was Item 69 on the enlisted questionnaire)
(4) Overall mean of Check List 3 (overall awareness of Army actions)

The officer data, as illustrated in Figures 6-10, have not been statistically adjusted for differences between posts in background characteristics of the post populations, so comparisons between posts are not appropriate. Because the number of officers reporting for the administration of the questionnaire at any single session was small, the officer data show even greater variability than the enlisted data. There were only a few instances where the assumption of linearity seemed reasonable and where a trend appeared sufficiently stable to warrant reporting.[1]

At Fort Benning, there is a reasonably clear upward trend in Intention to Remain in the Army among VI and RA officers. At Fort Jackson, there are upward trends in the

[1] See pages 45 and 51 for a discussion of other considerations concerning these trend tests.

Table 30

Check List 1: Rankings of 10 Items Least Personally Important, by Two Officer Groups

Item	Ranking	
	Obligated Tour	Voluntary Indefinite and Regular Army
Having counseling and aid about money problems	56.5	57
Having free personal services	56.5	56
Getting free job training	55	54
Being able to use special discount stores	54	50
Having a variety of entertainment available	53	53
Getting time off for overtime work	52	55
Being allowed to have guests in my on-post living quarters	51	
Having legal counsel	49.5	51
Having good local transportation available	49.5	52
Having someone to talk over problems with	48	
Freedom from physical danger		49
Having a good social life		48

Table 31

Check List 3: Rankings of 10 Items the Army is Doing the Most About, by Two Officer Groups

Item	Ranking	
	Obligated Tour	Voluntary Indefinite and Regular Army
Paid vacations	1.5	1
Counseling and aid for drug users	1.5	2
Legal counsel	3	7.5
Harassment of trainees	4	5
A chance to be of service to my country	5	3
Educational opportunities	6	4
Freedom from racial and other discrimination	7	6
Good relations with people of other races	8	9
Medical and dental service for myself	9	
Food	10.5	7.5
Continued retirement benefits for my family in case of my death	10.5	
Opportunity to maintain my physical fitness		10

Table 32

Check List 4: Rankings of 10 Items Exerting Strongest Influence to Remain in the Army, by Two Officer Groups

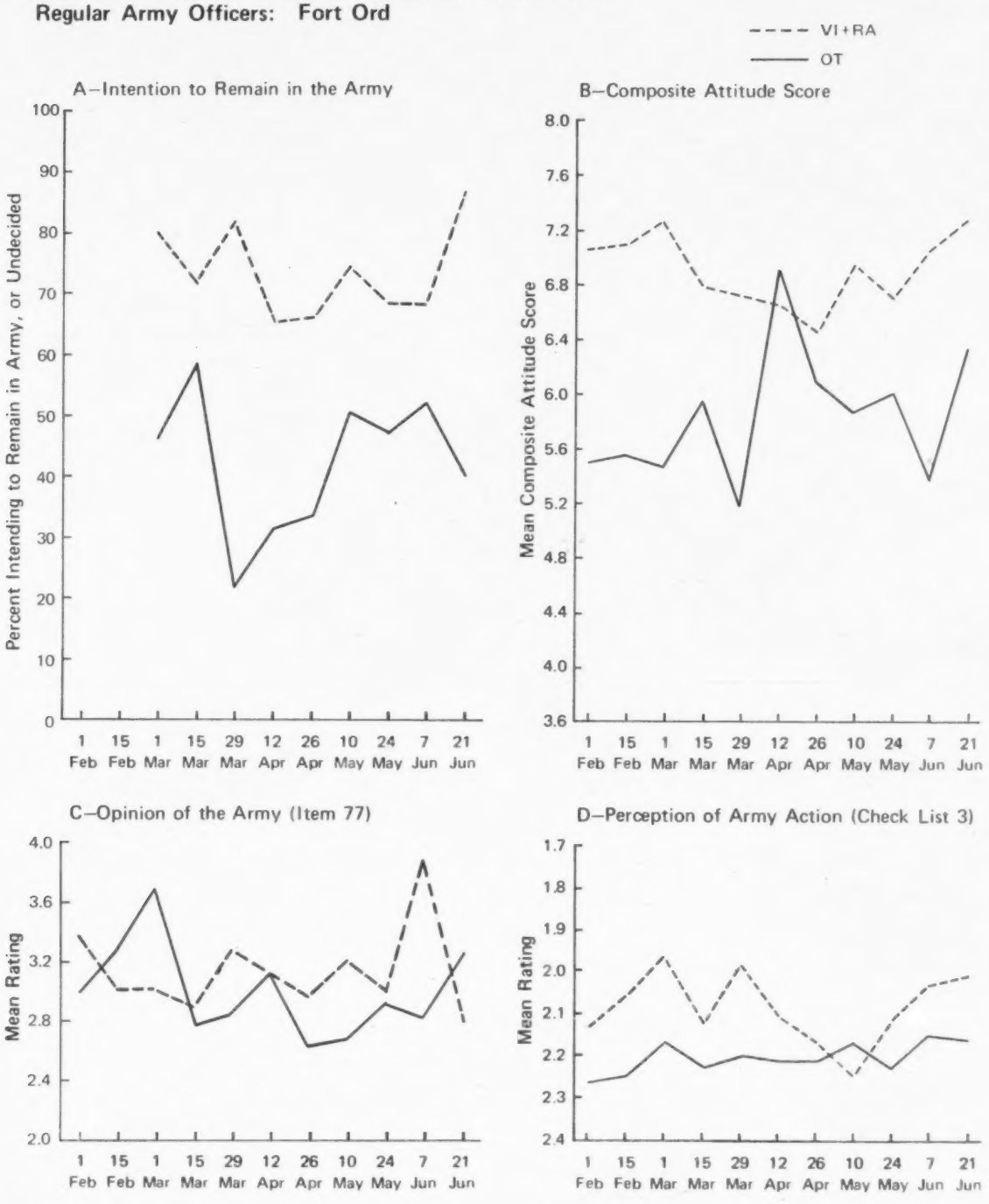
Item	Ranking	
	Obligated Tour	Voluntary Indefinite and Regular Army
If pay increases were based on merit	1	5
If there were "across the board" pay increases	2.5	2
If tours of duty were stabilized	2.5	6
If there were increased chances for promotion	4	1
The retirement benefits	5	4
The chances to make money	6.5	
If weekends and holidays were not charged against leave time	6.5	10
If there were free dental and eye care for dependents	8.5	7
If there were continued retirement benefits for my family in case of my death	8.5	3
If more equitable job assignments were made	10	
If I were promoted one grade		8
The chance to be of service to my country		9

Table 33

Check List 4; Rankings of 10 Items Exerting Strongest Influence to Leave the Army, by Two Officer Groups

Item	Ranking	
	Obligated Tour	Voluntary Indefinite and Regular Army
Red tape and irrelevancies	85	85
If I could get a good civilian job	84	84
The present state of the Vietnam war	83	81
The evening and weekend duty	82	83
The overtime work	81	82
The risk of physical danger	80	79
The way the rules are stated and enforced	79	77.5
The choice of job assignments	78	
The reaction of the general public to the military	77	80
The extent to which I can speak up and be heard	76	
The local tranportation service on post and to town		78
If my Army friends were to resign		77.5

Attitudes of Obligated Tour, and Voluntary Indefinite and Regular Army Officers: Fort Ord

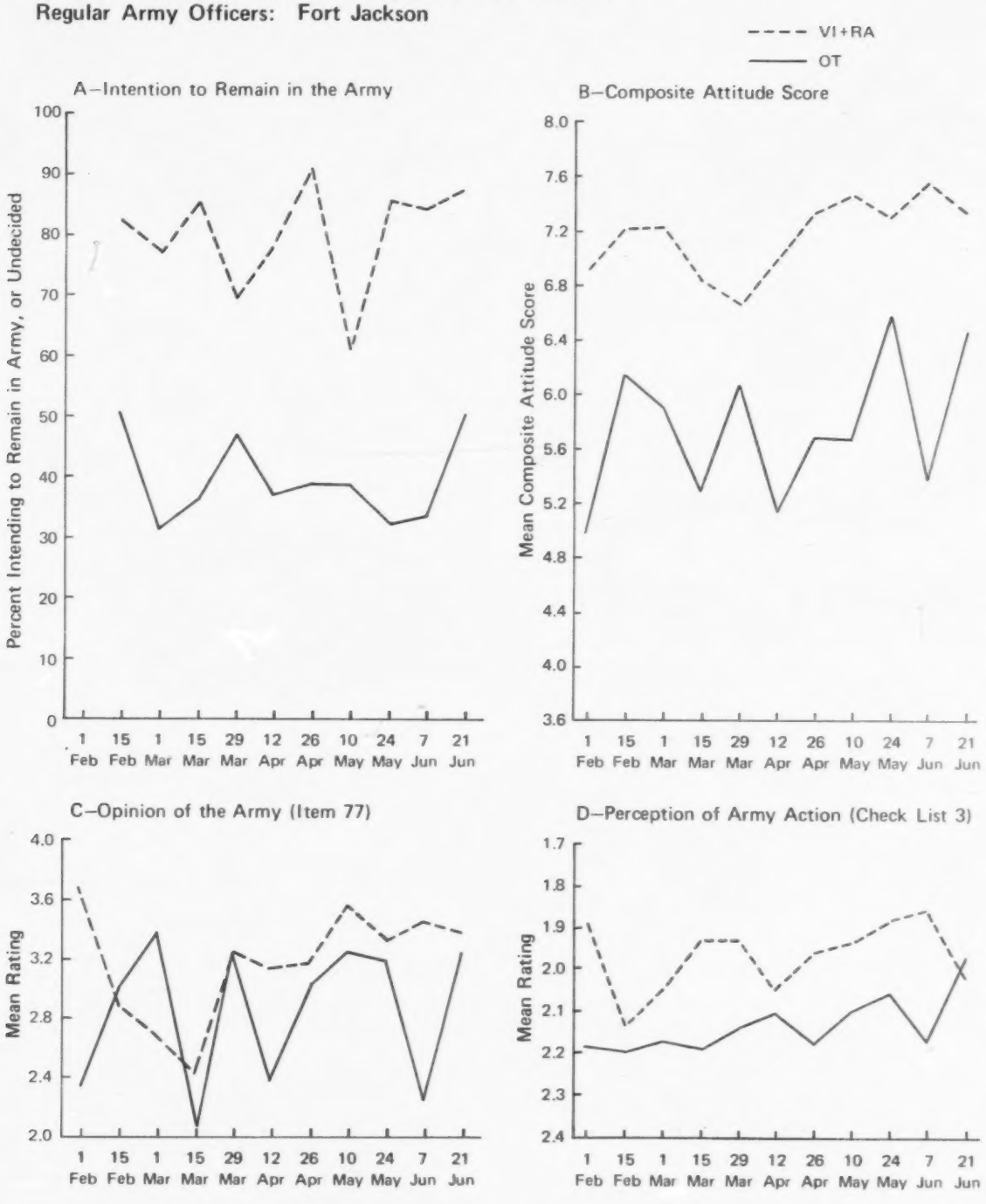


Q: Overall, would you say your opinion of the Army has gone up or down since you came into the Army?

NOTE: Lower value indicates more recognition of Army action.

Figure 6

Attitudes of Obligated Tour, and Voluntary Indefinite and Regular Army Officers: Fort Jackson

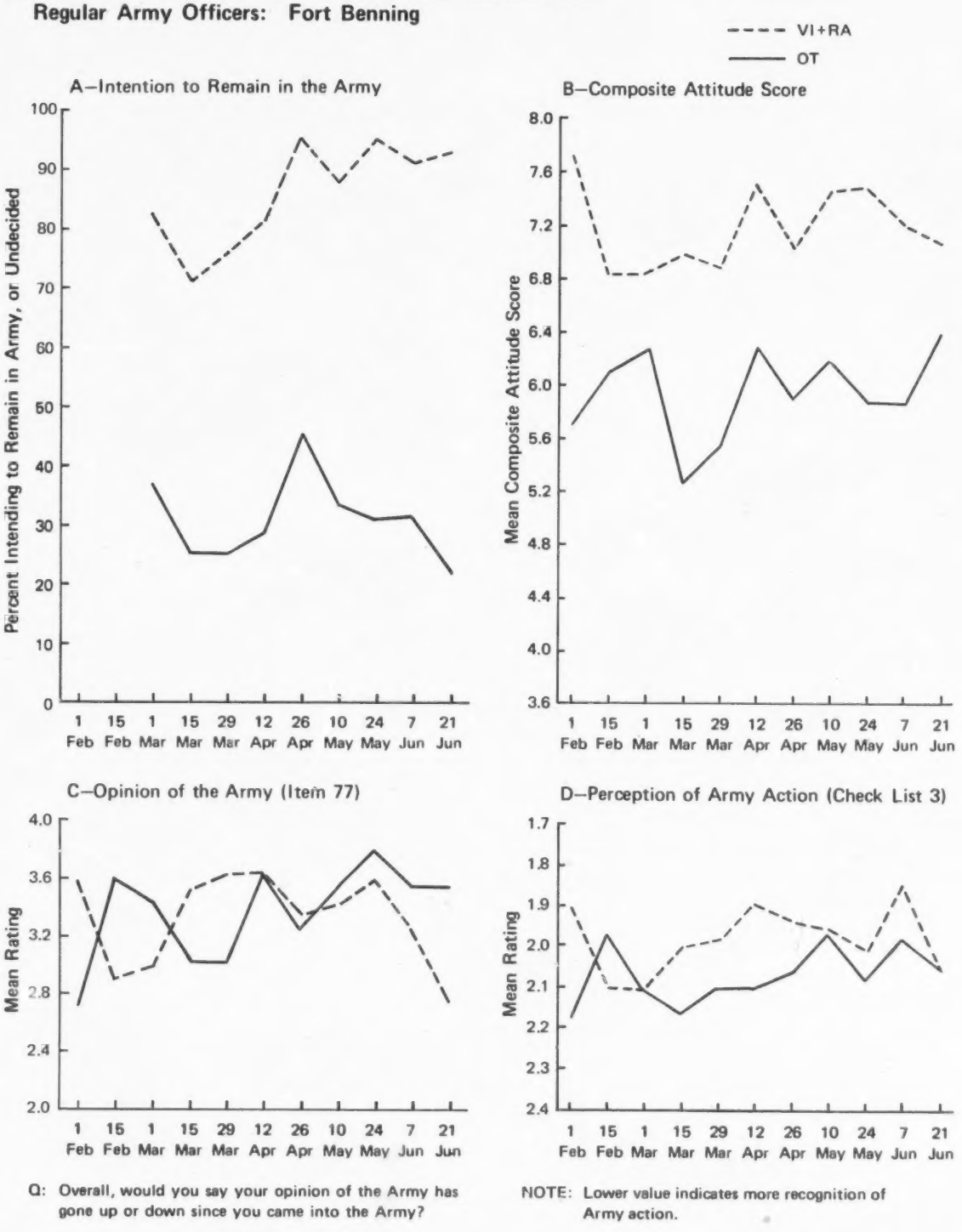


Q: Overall, would you say your opinion of the Army has gone up or down since you came into the Army?

NOTE: Lower value indicates more recognition of Army action.

Figure 7

Attitudes of Obligated Tour, and Voluntary Indefinite and Regular Army Officers: Fort Benning

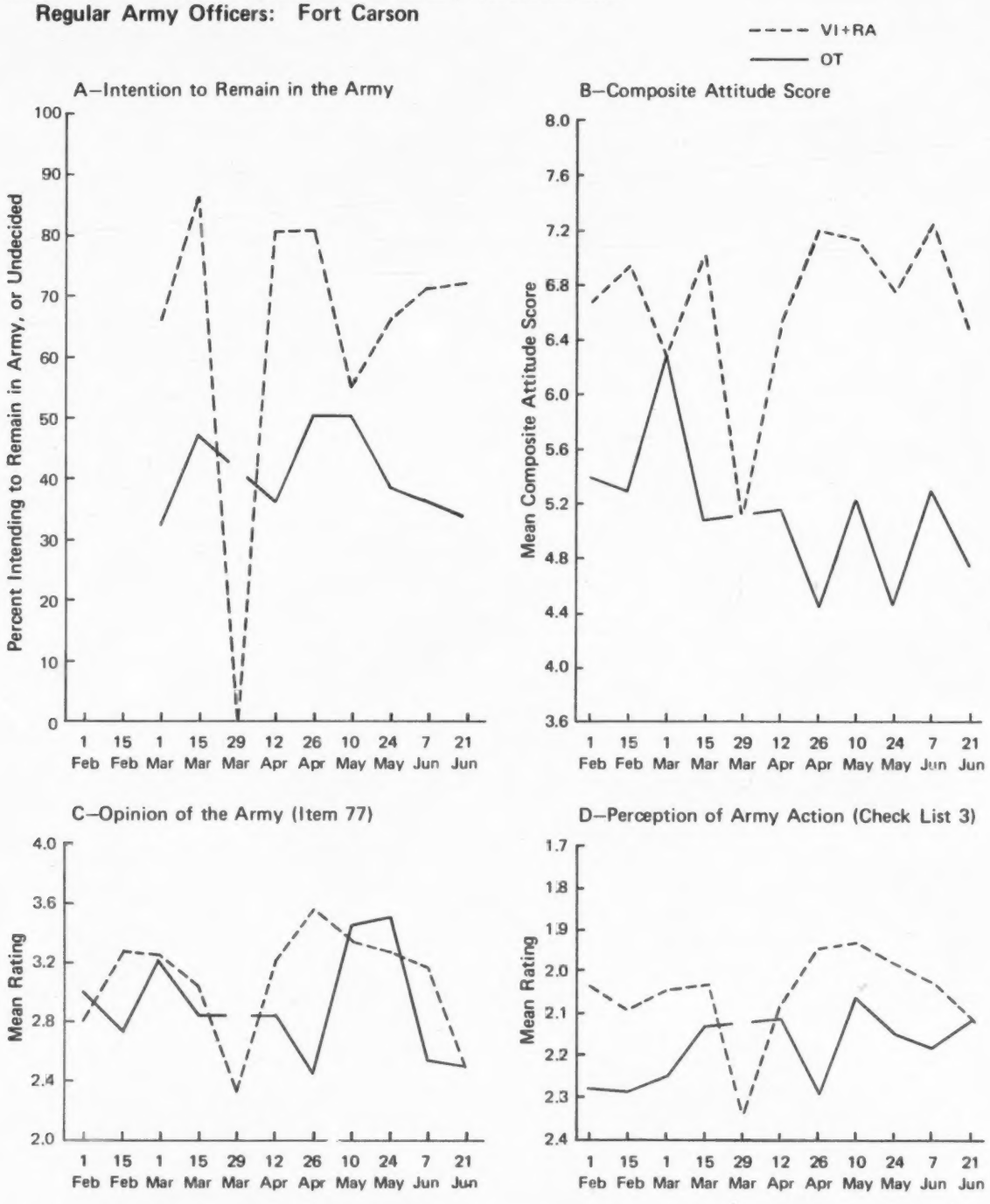


Q: Overall, would you say your opinion of the Army has gone up or down since you came into the Army?

NOTE: Lower value indicates more recognition of Army action.

Figure 8

Attitudes of Obligated Tour, and Voluntary Indefinite and Regular Army Officers: Fort Carson



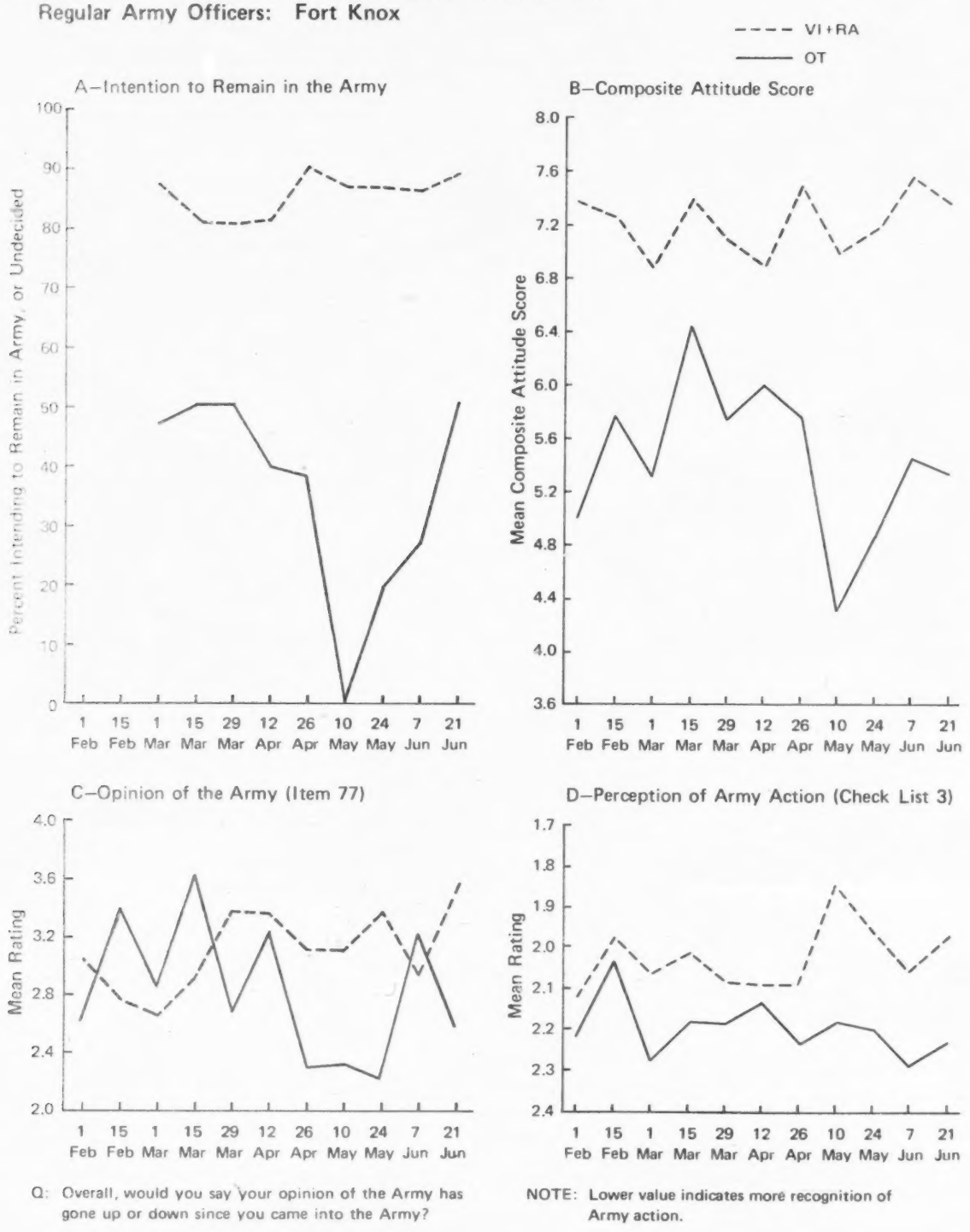
Q: Overall, would you say your opinion of the Army has gone up or down since you came into the Army?

NOTE: Lower value indicates more recognition of Army action.

Break in line indicates an N of only one at 29 March administration.

Figure 9

Attitudes of Obligated Tour, and Voluntary Indefinite and Regular Army Officers: Fort Knox



Q: Overall, would you say your opinion of the Army has gone up or down since you came into the Army?

NOTE: Lower value indicates more recognition of Army action.

Figure 10

responses to Question 77 for the VI and RA group and on the awareness of VOLAR actions for the OT group. The officer data, overall, are much less compelling than the enlisted data, and offer little evidence of VOLAR effects.

SUMMARY OF HumRRO EVALUATION OF ARMY-WIDE SAMPLE OF ENLISTED AND OFFICER PERMANENT PARTY PERSONNEL

This section summarizes the part of the HumRRO evaluation that is concerned with an Army-wide survey of enlisted and officer permanent party personnel (9).

During February 1971, the Office of Personnel Operations (OPO) selected an Army-wide random 1% sample of enlisted and officer permanent party.[1] The questionnaires that were developed for permanent party personnel in the main study were administered to this Army-wide sample in March.

Ten thousand enlisted men and 1,000 officers were expected to complete the questionnaire. The numbers of responses actually obtained, however, were only 4,731 and 641. The objectives of the Army-wide survey had been to obtain data that could be considered representative of the Army in general and to generalize the findings of the main study to the Army as a whole *if* it could be demonstrated that characteristics and attitudes of the men in the main study were similar to those of men in the Army-wide sample. It is impossible, however, to determine whether the Army-wide sample is representative of the Army, because the reasons for the sizable attrition in the survey are unknown. While it can only be assumed that the bias in the Army-wide study is negligible, questionnaire returns of less than 50% for enlisted men and 64% for officers restrict the value of the Army-wide study.

DATA ON ENLISTED SAMPLE

Background Characteristics

The background characteristics of the Army-wide sample, taken one at a time, did not deviate significantly from those of the main study. However, the deviations that did occur were consistently in a direction that has been shown to be related to a less positive attitude toward the Army (e.g., the Army-wide sample was younger and had been in the Army a shorter period of time). On only one of nine background characteristics (Mode of Entry into the Service) did the sample deviate from the main study in a direction that would favor a more positive attitude toward the Army.

Attitudes

Mean values for Re-enlistment Intention, Change in Opinion of the Army since coming into the service (questionnaire Item 69) and Perception of Army Actions (Check List 3) are given in Table 34.[2] This table provides data for the Two-Year Group and the More Than Two Year Group. Data from the main study, based upon questionnaires

[1] Not included were men in Vietnam and at posts already included in the main study (see previous section).

[2] Each of these variables is defined in the previous section of this report. The table was produced from data presented in "Attitudinal Studies of the VOLAR Experiment, 1971: 5. Army-Wide Sample of Enlisted Men and Officers" (9).

Table 34

Mean Values for Selected Variables[a]

Item	Sample	Questionnaire Administration 1 and 15 March 1971	
		Enlisted Men, Two-Year Group	Enlisted Men, More Than Two Years Group
Re-enlistment Intention[b]	Army-Wide	14.6	62.8
	Ord	13.5	68.0
	Jackson	16.9	69.0
	Benning	14.0	59.4
	Carson	9.8	55.7
	Knox	10.7	61.2
Change in Opinion of Army	Army-Wide	2.43	2.90
	Ord	2.35	2.70
	Jackson	2.59	2.76
	Benning	2.68	3.21
	Carson	2.38	2.83
	Knox	2.38	2.78
Perception of Army Action[c]	Army-Wide	2.17	1.98
	Ord	2.19	1.94
	Jackson	2.11	1.85
	Benning	2.07	1.85
	Carson	2.16	1.97
	Knox	2.20	1.97

[a]Data not corrected for differences in background characteristics

[b]Percentage values

[c]*Doing a lot* received a value of 1, *doing something,* 2, and *doing nothing* 3, hence a lower value indicates more action is being perceived.

completed during the weeks of 1 and 15 March 1971 (the approximate times when the Army-wide questionnaires were completed) are also provided; however, it should be noted that the data have not been adjusted for differences in background characteristics of the different samples.

The Two-Year Group. For the 1 and 15 March administrations of the questionnaires, the percentage of men who were planning to re-enlist (or were undecided) was greater in the Army-Wide sample Two-Year Group than at any post in the main study with the exception of Fort Jackson. Change in Opinion of the Army was more favorable in the March Army-wide sample than at three posts—Fort Carson, Fort Knox, and Fort Ord—in the main study and less favorable at two posts—Fort Benning and Fort Jackson. In March, the Army-wide sample perceived more action being taken than did men at Fort Ord and Fort Knox.

The More Than Two Year Group. In March, the Re-enlistment Intention for the Army-Wide More Than Two Year sample was greater than that for samples at Fort Benning, Fort Carson, and Fort Knox. In March, Change in Opinion of the Army for the

Army-wide sample was more favorable than that at all posts except Fort Benning, and the Army-wide sample perceived less action being taken by the Army than any of the samples at the posts in the main study.

Check List Responses

The items that ranked in the top and bottom 10 for each of the check lists are given for the five-post main study and Army-wide samples in Tables 35-42. In general, the rankings for the two samples are quite similar. The poorest overlaps of the top 10 or bottom 10 items are found in Table 40 (items the Army is perceived as doing the least about) and in Table 42 (items exerting the strongest influence to leave the Army).

Table 35

Check List 1: Rankings of 10 Items Most Important Personally, by Enlisted Men at Five Posts and Army-Wide

Item	Ranking	
	Five Posts (N=19,310)	Army-Wide (N=4,731)
Being able to get good medical and dental service	1	1
Being sure I'll be able to earn a living	2	5
Being treated with respect	3	5
Being treated like a responsible person	4	5
Having good food	5	7.5
Having a chance to plan my own future	6	2.5
Getting fair treatment on the job	7	7.5
Having a good family life	8	9
Doing interesting and satisfying work	9	2.5
Having some privacy	10	10

Table 36

Check List 1: Rankings of 10 Items Least Important Personally, by Enlisted Men at Five Posts and Army-Wide

Item	Ranking	
	Five Posts (N=19,310)	Army-Wide (N=4,731)
Having good bus service	57	57
Having a chance to meet and date girls	56	55
Having free personal services (haircuts, laundry, etc.)	55	56
Having a chance to play sports	54	54
Having a chance for travel and new experience	53	51.5
Having a variety of entertainment available	52	50
Having counseling and aid about money problems	51	51.5
Freedom from physical danger	50	47.5
Getting time off for overtime work	49	53
Having a place to get together with friends	48	
Getting free job training		49
Being able to use special discount stores		47.5

Table 37

Check List 2: Rankings of 10 Items Having Best Chance of Being Found in the Army, by Enlisted Men at Five Posts and Army-Wide

Item	Ranking	
	Five Posts (N=19,310)	Army-Wide (N=4,731)
Being allowed to have and use my own car or cycle	1	1
Being able to make and get telephone calls	2	6
Having legal counsel	3	2
Having a chance to be of service to my country	4	7.5
Getting paid vacations	5	7.5
Forming satisfying friendships	6	4
Having a chance to play sports	7	3
Having educational opportunities	8	5
Being able to get good medical and dental service	9	9
Having respect for superiors	10	
Being able to use special discount stores		10

Table 38

Check List 2: Rankings of 10 Items Having Least Chance of Being Found in the Army, by Enlisted Men at Five Posts and Army-Wide

Item	Ranking	
	Five Posts (N=19,310)	Army-Wide (N=4,731)
Having free personal services (haircuts, laundry, etc.)	57	57
Having a choice of job location	56	56
Having freedom from Mickey Mouse stuff	55	55
Having a chance to meet and date girls	54	52
Having a chance to be my own boss	53	54
Having some choice of job	52	53
Getting the kind of specialized training I would like	51	49
Getting time off for overtime work	50	50
Having a chance to make money	49	51
Being respected by the general public	48	
Having good bus service		48

Table 39

Check List 3: Rankings of 10 Items the Army is Doing Most About, by Enlisted Men at Five Posts and Army-Wide

Item	Ranking	
	Five Posts (N=19,310)	Army-Wide (N=4,731)
A chance to have and use my own car or cycle	1	3
A chance to play sports	2	2
Educational opportunities	3	1
Opportunity to make and get telephone calls	4	9.5
Legal counsel	5	4
Counseling and aid for drug users	6	
A chance to be of service to my country	7	7.5
Paid vacations	8	9.5
Cash as a re-enlistment bonus	9	5.5
Medical and dental services	10	5.5
Retirement benefits		7.5

Table 40

Check List 3: Rankings of 10 Items the Army is Doing Least About, by Enlisted Men at Five Posts and Army-Wide

Item	Ranking	
	Five Posts (N=19,310)	Army-Wide (N=4,731)
Chance to resign my enlistment on a 30-day notice	82	80
Making NCO clubs dues-free	81	81.5
Free personal services (haircuts, laundry, etc.)	80	81.5
Shorter re-enlistment terms	79	78
Being stationed near home	78	79
A chance to meet and date girls	77	77
A choice of job location	76	75
Providing placement service for part-time civilian jobs	75	76
Allowing training in an MOS of your choice	74	
Promotion as a re-enlistment bonus	73	
Harassment		72
Freedom from Mickey Mouse stuff		72
Higher grade for people who come into the Army with useful civilian skills		72
A chance to be my own boss		74

Table 41

Check List 4: Rankings of 10 Items Exerting Strongest Influence on Enlisted Men to Re-enlist, at Five Posts and Army-Wide

Item	Ranking	
	Five Posts (N=19,310)	Army-Wide (N=4,731)
If a stabilized tour were given for re-enlisting	1	1
If the Army would allow retraining in an MOS of a man's choice	2	2
If weekends and holidays were not charged against leave time	3	6.5
If I were able to re-enlist for duty in a specific unit	4	3
If a promotion were given as a re-enlistment bonus	5	4.5
If better education were assured for dependents	6	6.5
If I were able to resign my enlistment on 30-day notice	7	4.5
The retirement benefits	8	9
If extra leave were given as a re-enlistment bonus	9	10
If cash were given as a re-enlistment bonus	10	
If there were less harassment		8

Table 42

Check List 4: Rankings of 10 Items Exerting Strongest Influence on Enlisted Men to Leave the Army, at Five Posts and Army-Wide

Item	Ranking	
	Five Posts (N=19,310)	Army-Wide (N=4,731)
Mickey Mouse stuff	84	84
The overtime work	83	83
The evening and weekend duty	82	81.5
The way the rules are stated and enforced	81	80
The living quarters (barracks)	80	81.5
The present state of the Vietnam War	79	78
The reaction of the general public to the military	78	77
The amount of privacy there is	77	79
The risk of physical danger	76	
The food	75	76
The extent to which something is done about complaints		73.5
The choice I have of job locations		73.5
The chances to make money		73.5
The kind of family life I can have		73.5

The five-post sample is heavily weighted by two non-VOLAR posts (Fort Jackson and Fort Knox) and the VOLAR Basic Training post (Fort Ord) where most funds were expended on innovations that did not affect permanent party personnel. To provide a more refined assessment of perceptions of VOLAR, comparisons of rankings of the items the Army is seen as doing the most and least about (Check List 3) are presented in Tables 43 and 44 for the two VOLAR posts most likely to show an effect (Fort Benning and Fort Carson), and for the Army-wide sample.

Table 43

Check List 3: Rankings of 10 Items the Army is Doing Most About, by Enlisted Men Army-Wide, at Fort Benning, and at Fort Carson

Item	Ranking		
	Army-Wide (N=4,731)	Fort Benning (N=4,721)	Fort Carson (N=4,371)
Educational opportunities	1	3	5
A chance to play sports	2	2	3
A chance to have and use my own car or cycle	3	1	1
Legal counsel	4	7	5
Cash as a re-enlistment bonus	5.5		8
Medical and dental service	5.5	5	
Counseling and aid for drug users	7.5	10	4
Retirement benefits	7.5		
Opportunity to make and get telephone calls	9.5		2
Paid vacations	9.5		
Free evenings and weekends		4	9
Privacy		6	10
Living quarters		8	7
A chance to be of service to my country		9	

Table 44

Check List 3: Rankings of 10 Items the Army is Doing Least About, by Enlisted Men Army-Wide, at Fort Benning, and at Fort Carson

Item	Ranking		
	Army-Wide (N=4,731)	Fort Benning (N=4,721)	Fort Carson (N=4,371)
Making NCO clubs dues free	81.5	80	78
Free personal services (haircuts, laundry, etc.)	81.5	81	79
Chance to resign my enlistment on a 30-day notice	80	82	82
Being stationed near home	79	78	81
Shorter re-enlistment terms	78	79	80
A chance to meet and date girls	77	77	77
Providing placement service for part-time civilian jobs	76	75	75
A choice of job locations	75	76	76
A chance to be my own boss	74	72	
Harassment	72		
Freedom from Mickey Mouse stuff	72		
Higher grades for people who come into the Army with useful civilian skills	72		73
Choice of job		74	

There is some evidence of a difference between the Army-wide sample and the VOLAR posts on items that the Army is seen as doing the most about, with Fort Benning and Fort Carson enlisted men seeing the Army doing more about free evenings and weekends, privacy, and living quarters than men in the Army-wide sample.[1] In general, rankings of the bottom 10 items are quite similar for Fort Benning, Fort Carson, and the Army-wide sample.

DATA ON OFFICER SAMPLE

Background Characteristics

The background characteristics of the Army-wide officer sample were consistently different from those of the main study in a direction that is related to a more positive attitude toward the Army. The Army-wide sample was older, of higher rank, has been in the Army longer, had a higher proportion of married men, and had fewer Obligated Tour officers than the five-post sample.

Attitudes

While background characteristics of the Army-wide sample are related to more positive attitudes, the data on Intention to Remain in the Army are mixed. Among Obligated Tour officers, 33% of the Army-wide sample and 23% of the main study sample intended to leave the Army. Among Voluntary Indefinite and Regular Army officers, 8% of the Army-wide sample and 14% of the main study sample intend to resign their commissions.

Of the Army-wide sample of officers, 34% say their opinion of the Army has gone up since coming into the Army as compared to 37% of the officers in the main study.[2]

Check Lists

The items that ranked in the top and bottom 10 for each of the check lists are given for the five-post and Army-wide samples in Tables 45-52.

As in the comparisons of check list items for enlisted men, check list rankings of officers in the Army-wide and five-post studies are similar. There is an overlap between the two samples on at least eight of the 10 items at the top and at the bottom of each check list.

Comparisons of rankings of items the Army is seen as doing the most and least about are given for the Army-wide sample at Fort Benning and Fort Carson (the two VOLAR posts most likely to show an effect) in Tables 53 and 54.

Officers at Fort Benning and Fort Carson, agreeing with enlisted men, see more being done about privacy at their posts than do officers in the Army-wide sample. Officers at Fort Benning believe that something is being done about "Harassment of trainees," although enlisted men at Fort Benning, responding to the more general item of "Harassment," do not agree, as shown in Table 40. Officers at Fort Carson believe that action is being taken about food and the enlisted men at that post tend to agree with them.

There is general agreement among officers in the Army-wide sample and officers at Fort Benning and Fort Carson about what the Army is doing the least about.

[1] Ranks differed by 10 or more for the privacy and living quarters items.

[2] No analysis of the Change in Opinion of the Army item was made for Obligated Tour officers or for Voluntary Indefinite and Regular Army officers as separate groups in the Army-wide study.

Table 45

Check List 1: Rankings of 10 Items Most Important Personally, by Officers at Five Posts and Army-Wide

Item	Ranking	
	Five Posts (N=2,343)	Army-Wide (N=641)
Doing interesting and satisfying work	1	1
Having a feeling of usefulness	2	2
Getting fair treatment from my superiors	3	4
Having a good family life	4	3
Having an opportunity for personal advancement or promotion	5.5	6
Having superiors who merit respect	5.5	9.5
Being able to get good medical and dental service for myself	7	7.5
Having some privacy	9	
Being treated with respect	9	9.5
Being given the amount of responsibility I think I can handle	9	7.5
Being able to get good medical service for my dependents		5

Table 46

Check List 1: Rankings of 10 Items Least Important Personally, by Officers at Five Posts and Army-Wide

Item	Ranking	
	Five Posts (N=2,343)	Army-Wide (N=641)
Having counseling and aid about money problems	57	57
Having free personal services	56	56
Getting free job training	55	54
Getting time off for overtime work	54	55
Having a variety of entertainment available	53	53
Being able to use special discount stores	52	52
Having legal counsel	50.5	51
Having good transportation available	50.5	49
Having a good social life	49	
Having someone to talk over problems with	48	48
Having regular working hours		50

Table 47

Check List 2: Rankings of 10 Items Most Available in the Army, by Officers at Five Posts and Army-Wide

Item	Ranking	
	Five Posts (N=2,343)	Army-Wide (N=641)
Getting paid vacations	1	1
Having a chance to be of service to my country	2	2
Having legal counsel	3	3
Maintaining my physical fitness	4.5	8.5
Being sure I'll be able to earn a living	4.5	5
Forming satisfying friendships	6	4
Having good relations with people of other races	7	10
Being allowed to have guests in my on-post living quarters	8	6
Having a chance for travel and new experience	9	7
Having good food	10.5	
Being able to get good medical and dental service for myself	10.5	8.5

Table 48

Check List 2: Rankings of 10 Items Least Available in the Army, by Officers at Five Posts and Army-Wide

Item	Ranking	
	Five Posts (N=2,343)	Army-Wide (N=641)
Having freedom from red tape and irrelevancies	57	57
Having free personal services	56	56
Getting time off for overtime work	55	55
Having a choice of job location	54	54
Having some choice of job assignment	53	52
Having regular working hours	52	49.5
Being able to get free dental and eye care for dependents	51	53
Being respected by the general public	50	49.5
Having a chance to plan my own future	48.5	51
Getting the kind of specialized training I would like	48.5	
Having good local transportation available		48

Table 49

Check List 3: Rankings of 10 Items the Army is Doing Most About, by Officers at Five posts and Army-Wide

Item	Ranking	
	Five Posts (N=2,343)	Army-Wide (N=641)
Paid vacations	1	2
Counseling and aid for drug users	2	7.5
A chance to be of service to my country	3	3
Educational opportunities	4	1
Harassment of trainees	5	
Legal counsel	6	5
Freedom from racial and other discrimination	7	4
Food	8.5	
Good relations with people of other races	8.5	6
Medical and dental service for myself	10	10
"Across the board" pay increases		7.5
A chance for travel and new experience		9

Table 50

Check List 3: Rankings of 10 Items the Army is Doing the Least About, by Officers at Five Posts and Army-Wide

Item	Ranking	
	Five Posts (N=2,343)	Army-Wide (N=641)
Making Officers' Clubs dues-free	84	84
Pay increases based on merit	83	82
Additional leave time	82	83
Providing annual awards for outstanding officers who are not in combat arms	81	81
Freedom from red tape and irrelevancies	80	80
Policy with regard to efficiency ratings	78.5	77.5
Increased chance of promotion	78.5	77.5
Requiring officers to buy dress uniforms	76.5	79
Maintaining unit strength	76.5	
Being stationed near home	75	75.5
A place for visiting family to stay		75.5

Table 51

Check List 4: Rankings of 10 Items That Would Have the Strongest Influence on Officers to Stay in the Army, at Five Posts and Army-Wide

Item	Ranking	
	Five Posts (N=2,343)	Army-Wide (N=641)
If there were increased chances for promotion	1.5	1
If there were "across the board" pay increases	1.5	2
If pay increases were based on merit	3	6
If tours of duty were stabilized	4	4
The retirement benefits	5.5	5
If there were continued retirement benefits for my family in case of my death	5.5	3
If there were free dental and eye care for dependents	7	7
If weekends and holidays were not charged against leave time	8	
If I were promoted one grade	9	9.5
If more equitable job assignments were made	10	
A chance to be of service to my country		8
The possibility for travel and new experience		9.5

Table 52

Check List 4: Rankings of 10 Items That Would Have the Strongest Influence on Officers to Leave the Army, at Five Posts and Army-Wide

Item	Ranking	
	Five Posts (N=2,343)	Army-Wide (N=641)
Red tape and irrelevancies	85	85
If I could get a good civilian job	84	84
The evening and weekend duty	83	83
The overtime work	82	81
The present state of the Vietnam war	81	82
The reaction of the general public to the military	79.5	78
The risk of physical danger	79.5	79
The way the rules are stated and enforced	78	80
If my Army friends were to resign	77	76
The extent to which something is done about complaints	76	
The family housing available		77

Table 53

Check List 3: Rankings of 10 Items the Army is Doing the Most About, by Officers Army-Wide, at Fort Benning, and at Fort Carson

Item	Ranking		
	Army-Wide (N=641)	Fort Benning (N=470)	Fort Carson (N=468)
Educational opportunities	1	3	6
Paid vacations	2	1	1
A chance to be of service to my country	3	4	3
Freedom from racial and other discrimination	4	9.5	7
Legal counsel	5	6	4.5
Good relations with people of other races	6	9.5	
Counseling and aid for drug users	7.5	2	2
"Across the board" pay increases	7.5		
A chance for travel and new experience	9		10
Medical and dental service for myself	10	7	
Privacy		5	9
Harassment of trainees		8	
Food			4.5
Opportunity to maintain my physical fitness			8

Table 54

Check List 3: Rankings of 10 Items the Army is Doing the Least About, by Officers Army-Wide, at Fort Benning, and at Fort Carson

Item	Ranking		
	Army-Wide (N=641)	Fort Benning (N=470)	Fort Carson (N=468)
Making Officer's Clubs dues-free	84	84	84
Additional leave time	83	83	82.5
Pay increases based on merit	82	82	82.5
Providing annual awards for outstanding officers who are not in combat arms	81	79	81
Freedom from red tape and irrelevancies	80	78	77.5
Requiring officers to buy dress uniforms	79		75
Policy with regard to efficiency ratings	77.5	81	77.5
Increased chance of promotion	77.5	80	80
Being stationed near home	75.5	77	
A place for visiting family to stay	75.5		
A choice of job location		76	
Equitable job assignments for officers		75	
Maintaining unit strength			79
Free dental and eye care for dependents			76

DISCUSSION AND CONCLUSIONS

Integrating and interpreting the findings of the various reports that have been summarized in the preceding sections can be focused in terms of two major issues: (1) What effects has the VOLAR field experiment had? (2) What actions should the Army take in the future to make it a more satisfactory place in which to work and live?

Three types of findings are concerned with the possible effects of VOLAR:

(1) Changes in attitudes toward the Army over time (from the HumRRO report, 5, 6, 7, 8).

(2) Recognition of actions at VOLAR posts and comparison with perceptions of action at non-VOLAR posts and Army-wide (from the HumRRO report, 5, 6, 7, 8, 9).

(3) Satisfaction with conditions that VOLAR actions were intended to affect (from the Fort Benning report, 1).[1]

Three types of findings may be used in the planning of future innovations:

(1) Ratings of the personal importance of innovative projects and specific features of Army life (from the Fort Bragg, 2, Fort Carson, 3, and HumRRO reports, 5, 6, 7, 8, 9).

(2) The identification of personal needs and the extent to which the Army presently satisfies these needs (from the Fort Benning report, 1).

(3) The relationship between certain conditions in the Army and career intention (from the Fort Benning and HumRRO reports).

VOLAR EFFECTS

VOLAR innovations were introduced throughout the latter half of FY 1971, and their effects on attitudes toward the Army, including Re-enlistment Intention, were assessed throughout this period. Because of the short time that many of the innovations were actually in effect before assessment, marked changes in attitudes would hardly be expected.[2] Perhaps the most that could be expected of VOLAR during this period was an increasing awareness of the VOLAR program by soldiers.

Such an awareness is, in fact, what the data for enlisted men in the HumRRO report suggest (see Table 28). At both Fort Benning and Fort Carson, where most VOLAR innovations were implemented, an increasing awareness of VOLAR actions was apparent among men with less than two years, as well as among those with more than two years of service.

Other more specific evidence of VOLAR effects is suggested by comparing the perceptions of men at Fort Benning and Fort Carson with those of men in the non-VOLAR Army-wide sample. For example, enlisted men at both of these posts were more aware of action being taken about privacy, living quarters, and free evenings and weekends than were men in the Army-wide sample (Table 43). Improvements in attitudes toward the Army at these two posts are less consistently seen, although no deterioration

[1] While the Fort Carson report does contain information on the impact of VOLAR projects, these findings were omitted from the preceding summary because of the probable bias in the measure.

[2] As subsequent evaluations of VOLAR effects are reported, the probability of finding positive changes in attitudes is likely to increase. Indeed, follow-up data collected at Fort Benning indicated that career intention was reliably higher in November 1971 than in November 1970 for first-tour personnel. These data will be reported subsequently by Fort Benning.

in attitudes is evident either. While Fort Ord was an experimental post, the VOLAR innovations there were focused largely upon the trainees, rather than upon the permanent party personnel who are the subjects of this report.[1]

At Fort Ord and the two remaining posts, Fort Jackson and Fort Knox, there is little consistency among enlisted men in shifts in awareness of VOLAR and in the attitudes expressed toward the Army. Two positive trends were observed at Fort Knox: (a) an increase in Re-enlistment Intention among men with more than two years of service, and (b) an increase in awareness of VOLAR actions (as reflected in the HumRRO questionnaire Check List 3) among men with two years of service or less. The other trends observed at these three posts were unfavorable. It is not unreasonable, however, that control posts and a training post like Fort Ord, where the permanent party men have heard of MVA and VOLAR but see relatively little being done for them, would show some unfavorable trends in attitudes.

The officer data on evidence of VOLAR effects were extremely variable (in part, caused by the small number of officers who participated in the study) and provided little conclusive evidence of the impact of VOLAR.

The clearest evidence of soldiers' awareness of VOLAR is found in the questionnaire data collected for the Fort Benning report. Men at Forts Benning and Knox were asked in November 1970 and in June 1971 how well they thought 118 different features or situations of Army life had been handled at their posts. At Fort Benning, 72 of the 118 items showed statistically significant positive shifts between November and June for both first- and extended-tour enlisted groups. At Fort Knox, a control post limited to nonfunded innovations, 27 of the 118 items showed significant upward shifts for the first-tour enlisted men, and 33 for the extended-tour enlisted men.

Among officers at Fort Benning, 56 items showed positive shifts for first-tour personnel and 55 items for extended-tour. At Fort Knox, comparable groups showed 32 and 31 significant upward shifts in opinions about how 118 features of Army life had been handled.

The data on VOLAR effects thus provide substantial evidence that soldiers are becoming increasingly aware that the Army is undertaking action to improve work and living conditions.

PLANNING FOR THE FUTURE

Favorable attitudes toward the Army are desirable whether men plan to remain in service or to return to civilian life. Such favorable attitudes could probably be induced by focusing future actions upon:

(1) Those personal needs and aspects and conditions of Army life rated important by men now in the Army.

(2) Irritants and inequities perceived by men now in the Army.

(3) Conditions that men say would influence them to remain in the Army.

Data on needs and conditions of Army life viewed as important by men now in the Army are given in several installation reports and the HumRRO report: in the Fort Bragg report, the VOLAR actions that increased personal satisfaction with the Army; in the Fort Carson report, the importance of specific VOLAR projects at that post; and in the HumRRO report, the perceived importance of general conditions and situations of Army life.[2]

[1] The data from Fort Bragg and from USAREUR, the other two experimental locations, were too limited to support any conclusions.

[2] Neither the Fort Benning nor the Fort Ord report contained importance ratings.

Projects and innovations that, in the various reports, were ranked at least one standard deviation above the mean importance rankings for all the items were identified and classified, as shown in Table 55.

The projects that could be rated are, obviously, limited to the specific items in each of the original questionnaires. At Fort Bragg, for example, none of the 24 VOLAR projects were classifiable under Personal Security or Personal Satisfaction-Fulfillment. Consequently, no projects from Fort Bragg appear in these categories, not because they are unimportant to men at Fort Bragg, but because there were no projects concerned with such factors at Fort Bragg and, therefore, no items in the Fort Bragg questionnaire dealt with these factors.

The report from Fort Benning presents the results of a factor analysis of data on attitudes about the Army (1). Because these data are not based upon importance ratings, they do not appear in Table 55 (however, items of one factor will be presented in Table 57, in which irritants and inequities are presented). Four factors were identified as needs of men in the Army: (a) Involvement with the Army and its missions, (b) amelioration of Inequities, (c) Security needs, and (d) adequate Leadership. These factors were dictated by the kinds of attitude items in the questionnaire. There would be no possibility of such a category as "Medical and dental care" emerging as a factor, for example, because there were no items covering medical and dental care in the portion of the Fort Benning questionnaire used in the factor analysis.

A more universal coverage can be obtained from the total range of questionnaire data on the importance of various features of Army life. Such data have been extracted from the Fort Bragg, (2), Fort Carson, (3), and HumRRO reports (main study at five posts, 5, 7, and the Army-wide sample, 9).

Table 55 provides some basis for selecting particular categories to be emphasized in planning future innovations. There is striking consensus on such general features as the importance and desirability of being treated with respect, receiving fair treatment, having reasonable work conditions, and having improved medical services and facilities. Many relatively cost-free innovations can be identified in the categories Consideration for the Individual and Personal Satisfaction-Fulfillment. Further, there is ample evidence that areas in which considerable sums of VOLAR money have been expended contain projects that men *do consider important:* medical and dental care, civilianization of KP and other details, privacy in the barracks and furnishings for them, labor saving devices, and family housing (as this can be related to the item "Having a good family life").

Those items rated at least one standard deviation *below* the mean in importance were identified and classified as shown in Table 56. Most apparent in Table 56 is the low importance placed on leisure and recreational activities and projects. It is in the area of leisure activities that there is the greatest agreement, among all groups, as to the low importance of such projects and activities.

As seen in Table 57, overtime work and evening and weekend duty are seen as irritants in Army life. The apparent contradiction in the low importance given to getting time off for overtime work in Table 56 might most reasonably be interpreted as a rejection of overtime work.

The presence of items relating to re-enlistment activities among the least important is consistently found only in the less than two year groups and is undoubtedly influenced by the preponderance of men in this group who do not plan to re-enlist.

Irritants and inequities that may influence men to leave the Army can be identified from responses to Check List 4 in the HumRRO main study, and from the factor analysis of attitudes in the Fort Benning study. Table 57 classifies the items on HumRRO Check List 4 that most influence men to leave the Army, and the items in the Fort Benning study that define the Inequities factor. The Inequities factor was negatively correlated with plans to make the Army a career.

Table 55

Classification of Projects Rated Most Important in Four VOLAR Questionnaire Studies

Item[a]	Source					
	Forts Bragg and Carson, E1-5; HumRRO Main Study, <2 Years	Forts Bragg and Carson, E6-9; HumRRO Main Study, >2 Years	Forts Bragg and Carson, O1-3; HumRRO Main Study, OT[b]	Forts Bragg and Carson, O4-6; HumRRO Main Study, VI-RA[c]	HumRRO Army-Wide All EM	HumRRO Army-Wide All Officers
A. Consideration for the Individual						
Civilian KPs						
Bragg	X	X	X	X		
Carson	X					
Modified haircut regulations—Bragg	X					
No unnecessary reveille—Bragg	X	X				
Liberalized pass policies—Bragg	X	X	X			
Refuse collection—Carson		X				
Being treated with respect—HumRRO	X	X	X	X	X	X
Being treated like a responsible person—HumRRO	X	X	...[c]	---	X	---
Being given the amount of responsibility I think I can handle—HumRRO	---	---		X	---	X
Getting fair treatment on the job—HumRRO	X	X	---	---	X	---
Getting fair treatment from my superiors—HumRRO	---	---	X	X	---	X
Being free to speak up and be heard—HumRRO	X		X			
Having some personal freedom—HumRRO			X			
B. Family						
Having a good family life—HumRRO		X	X	X	X	X

(Continued)

Table 55 *(Continued)*

Classification of Projects Rated Most Important in Four VOLAR Questionnaire Studies

Item[a]	Source					
	Forts Bragg and Carson, E1-5; HumRRO Main Study, <2 Years	Forts Bragg and Carson, E6-9; HumRRO Main Study, >2 Years	Forts Bragg and Carson, O1-3; HumRRO Main Study, OT[b]	Forts Bragg and Carson, O4-6; HumRRO Main Study, VI-RA[c]	HumRRO Army-Wide All EM	HumRRO Army-Wide All Officers
C. Food						
Having good food—HumRRO	X	X			X	
D. Medical and Dental Care for Self and Dependents						
Improved medical services—Carson	X	X	X	X		
Improved medical facilities—Carson	X	X	X	X		
Being able to get good medical and dental service—HumRRO	X	X		X	X	X
Being able to get free dental and eye care for dependents—HumRRO		X				
Being able to get good medical service for my dependents—HumRRO	---	---		X	---	X
E. Personal Satisfaction and Fulfillment						
GED assistance—Carson	X		X			
Provide training awards—Carson			X	X		
Having a chance to plan my own future—HumRRO	X		X		X	
Doing interesting and satisfying work—HumRRO	X		X	X	X	X

(Continued)

Table 55 *(Continued)*

Classification of Projects Rated Most Important in Four VOLAR Questionnaire Studies

Item[a]	Source					
	Forts Bragg and Carson, E1-5; HumRRO Main Study, <2 Years	Forts Bragg and Carson, E6-9; HumRRO Main Study, >2 Years	Forts Bragg and Carson, O1-3; HumRRO Main Study, OT[b]	Forts Bragg and Carson, O4-6; HumRRO Main Study, VI-RA[c]	HumRRO Army-Wide All EM	HumRRO Army-Wide All Officers
E. Personal Satisfaction and Fulfillment *(Cont.)*						
Having an opportunity for personal advancement or promotion–HumRRO		X		X		X
Having a feeling of usefulness–HumRRO			X	X		X
Having some choice of job assignment–HumRRO			X			
Having superiors who merit respect–HumRRO			X	X		X
Having clear rules that I can fairly enforce–HumRRO				X		
F. Personal Security						
Security lighting–Carson	X	X	X	X		
Being sure I'll be able to earn a living–HumRRO		X			X	
Being sure of continued retirement benefits for my family if I should die–HumRRO	---	---		X		
G. Privacy and Comfortable Living Conditions						
Barracks partitions and furniture–Bragg	X		X	X		

(Continued)

Table 55 *(Continued)*

Classification of Projects Rated Most Important in Four VOLAR Questionnaire Studies

Item[a]	Source					
	Forts Bragg and Carson, E1-5; HumRRO Main Study, <2 Years	Forts Bragg and Carson, E6-9; HumRRO Main Study, >2 Years	Forts Bragg and Carson, O1-3; HumRRO Main Study, OT[b]	Forts Bragg and Carson, O4-6; HumRRO Main Study, VI-RA[c]	HumRRO Army-Wide All EM	HumRRO Army-Wide All Officers
G. Privacy and Comfortable Living Conditions *(Cont.)*						
Cubicles and furniture for barracks–Carson	X		X	X		
Having some privacy–HumRRO	X		X		X	
H. Reasonable Work Conditions						
Five-day work week–Bragg	X	X	X	X		
Labor-saving devices–Carson	X	X	X	X		
Having free evenings and weekends–HumRRO	X					
I. Miscellaneous						
Free sewing service–Bragg		X				
Traffic upgrading–Carson	X	X	X	X		
Community facilities interior–Carson	X	X				
Day room furniture–Carson	X	X		X		
Renovate electrical distribution system–Carson		X	X	X		
All-purpose courts equipment–Carson				X		

[a]Items that were considered equivalent, but which differed in wording between the enlisted and officer questionnaires, are bracketed.

[b]OT=Obligated Tour; VI-RA=Voluntary Indefinite and Regular Army.

[c]No comparable items for this group.

Table 56

Classification of Projects Rated Least Important in Four VOLAR Questionnaire Studies

Item[a]	Source					
	Forts Bragg and Carson, E1-5; HumRRO Main Study, <2 Years	Forts Bragg and Carson, E6-9; HumRRO Main Study, >2 Years	Forts Bragg and Carson, O1-3; HumRRO Main Study, OT[b]	Forts Bragg and Carson, O4-6; HumRRO Main Study, VI-RA[c]	HumRRO Army-Wide All EM	HumRRO Army-Wide All Officers
A. Bachelor Quarters						
Painting of main post BOQs—Bragg	X	X	X			
Provide maid service for bachelor quarters—Carson	X					
B. Leisure, Recreational and Religious Activities						
Renovation of Fort Bragg Playhouse—Bragg	X	X	X	X		
Installation of lights at Hedrick Stadium—Bragg	X	X	X	X		
Purchase two universal gym sets—Carson	X	X	X	X		
Off-post religious retreats—Carson	X	X	X	X		
Employ one Protestant and one Catholic education director—Carson		X	X	X		
Ski trips—Carson		X		X		
Contract support for chaplain—Carson			X	X		
Fine arts program—Carson		X				
Support for Inscape Coffee House—Carson	X	X	X	X		

(Continued)

Table 56 *(Continued)*

Classification of Projects Rated Least Important in Four VOLAR Questionnaire Studies

Item[a]	Source					
	Forts Bragg and Carson, E1-5; HumRRO Main Study, <2 Years	Forts Bragg and Carson, E6-9; HumRRO Main Study, >2 Years	Forts Bragg and Carson, O1-3; HumRRO Main Study, OT[b]	Forts Bragg and Carson, O4-6; HumRRO Main Study, V!-RA[c]	HumRRO Army-Wide All EM	HumRRO Army-Wide All Officers
B. Leisure, Recreational and Religious Activities *(Cont.)*						
New coffee house–Carson		X	X	X		
Purchase equipment for chapel–Carson			X			
Community facilities interior–Carson			X	X		
Having a variety of entertainment available–HumRRO	X	X	X	X	X	X
A chance to play sports–HumRRO	X	X	---[c]	---	X	---
Having a chance to meet and date girls–HumRRO	X	X	---	---	X	---
Having a good social life–HumRRO	---	---		X		
Being allowed to have guests in my on-post living quarters–HumRRO	---	---	X			
C. Personal Satisfaction and Fulfillment						
Having a chance for travel and new experiences–HumRRO	X	X			X	
Having a chance to be of service to my country–HumRRO	X					
Getting free job training			X	X	X	X

(Continued)

Table 56 *(Continued)*

Classification of Projects Rated Least Important in Four VOLAR Questionnaire Studies

Item[a]	Source					
	Forts Bragg and Carson, E1-5; HumRRO Main Study, <2 Years	Forts Bragg and Carson, E6-9; HumRRO Main Study, >2 Years	Forts Bragg and Carson, O1-3; HumRRO Main Study, OT[b]	Forts Bragg and Carson, O4-6; HumRRO Main Study, VI-RA[c]	HumRRO Army-Wide All EM	HumRRO Army-Wide All Officers
D. Personal Security						
Freedom from physical danger—HumRRO		X		X	X	
Being sure of good retirement benefits—HumRRO	X					
E. Personal Services						
Having free personal services—HumRRO	X	X	X	X	X	X
Being able to make and get telephone calls—HumRRO		X	---	---		
Having counseling and aid about money problems—HumRRO		X	X	X	X	X
Being able to use special discount stores—HumRRO			X	X	X	X
Having legal counsel—HumRRO			X	X		X
F. Reasonable Work Conditions						
Getting time off for overtime work—HumRRO		X	X	X	X	X
Having regular working hours—HumRRO						X
G. Re-enlistment Activities						
Provide unit re-enlistment incentives—Carson	X					
Support of re-enlistment program—Carson	X					
Rehabilitate re-enlistment building—Carson	X		X			

(Continued)

Table 56 *(Continued)*

Classification of Projects Rated Least Important in Four VOLAR Questionnaire Studies

Item[a]	Source					
	Forts Bragg and Carson, E1-5; HumRRO Main Study, <2 Years	Forts Bragg and Carson, E6-9; HumRRO Main Study, >2 Years	Forts Bragg and Carson, O1-3; HumRRO Main Study, OT[b]	Forts Bragg and Carson, O4-6; HumRRO Main Study, VI-RA[c]	HumRRO Army-Wide All EM	HumRRO Army-Wide All Officers
H. Transportation						
Junior high bus service—Carson	X		X			
Provide transportation for military to and from airport—Carson		X	X	X		
Transportation for off-post dependents—Carson			X	X		
Having good bus service—HumRRO	X	X	---	---	X	---
Having good local transportation available—HumRRO	---	---	X	X	---	X
I. Miscellaneous						
Repair of temporary mess hall floors—Bragg	X	X	X			
Repair of Womack Army Hospital elevators—Bragg			X			
Purchase unit esprit items—Carson	X		X	X		
Construct training facility—Carson	X					
Having someone to talk over problems with—HumRRO			X			

[a]Items that were considered equivalent, but that differed in wording between the enlisted and officer questionnaires are bracketed.

[b]OT=Obligated Tour, VI-RA=Voluntary Indefinite and Regular Army.

[c]No comparable items for this group.

Table 57

Classification of Irritants and Inequities That Men Say Influence Them to Leave the Army

Item[a]	Source					
	Fort Benning,[b] EM; HumRRO Main Study, <2 Years	HumRRO Main Study, >2 Years	Fort Benning,[b] Officers; HumRRO Main Study, OT[c]	HumRRO Main Study, VI-RA[c]	HumRRO Army-Wide All EM	HumRRO Army-Wide All Officers
A. Assignment Policies						
I will not get the jobs for which I have been trained–Benning	X		X			
The choice of job assignments–HumRRO			X			
The choice I have of job locations–HumRRO					X	
B. Consideration for the Individual						
There is too much unnecessary harassment in the Army–Benning	X		X			
Mickey Mouse stuff-HumRRO	X	X	...[d]	---	X	---
Red tape and irrelevancies–HumRRO	---	---	X	X	---	X
The way the rules are stated and enforced–HumRRO	X	X	X	X	X	X
The amount of racial and other discrimination–HumRRO		X				
The extent to which I can speak up and be heard–HumRRO			X			
The extent to which something is done about complaints–HumRRO					X	

Continued

Table 57 *(Continued)*

Classification of Irritants and Inequities That Men Say Influence Them to Leave the Army

Item[a]	Source					
	Fort Benning,[b] EM; HumRRO Main Study, <2 Years	HumRRO Main Study, >2 Years	Fort Benning,[b] Officers; HumRRO Main Study, OT[c]	HumRRO Main Study, VI-RA[c]	HumRRO Army-Wide All EM	HumRRO Army-Wide All Officers
G. Transportation						
The local transportation service on post and to town—HumRRO				X		
H. Miscellaneous						
The present state of the Vietnam War—HumRRO	X	X	X	X	X	X
The reaction of the general public to the military—HumRRO	X	X	X	X	X	X
If I could get a good civilian job—HumRRO			X	X		X
If my Army friends were to resign—HumRRO						X

[a]Items that were considered equivalent, but that differed in wording between the enlisted and officer questionnaires are bracketed.

[b]The Fort Benning items on this list load on the Inequities Factor. The factor analysis used data of first-tour personnel only, enlisted men and officers.

[c]OT=Obligated Tour; VI-RA=Voluntary Indefinite and Regular Army.

[d]No comparable items for this group.

Table 57 *(Continued)*

Classification of Irritants and Inequities That Men Say Influence Them to Leave the Army

Item[a]	Source					
	Fort Benning,[b] EM; HumRRO Main Study, <2 Years	HumRRO Main Study, >2 Years	Fort Benning,[b] Officers; HumRRO Main Study, OT[c]	HumRRO Main Study, VI-RA[c]	HumRRO Army-Wide All EM	HumRRO Army-Wide All Officers
C. Family Life						
It is very hard on young children to have a father in the Army—Benning			X			
The kind of family life I can have—HumRRO	X				X	
The family housing available—HumRRO						X
D. Living Conditions						
The living quarters—HumRRO	X	X			X	
The amount of privacy there is—HumRRO	X				X	
The food—HumRRO					X	
E. Personal Security						
The risk of physical danger—HumRRO		X	X	X		X
The chance to make money—HumRRO	X				X	
F. Work Conditions						
The Army has the wrong idea about what a fair day's work should be—Benning	X		X			
The overtime work—HumRRO	X	X	X	X	X	X
The evening and weekend duty—HumRRO	X	X	X	X	X	X

Continued

As in Table 55, where the integrity of the individual and work conditions were reviewed as highly important, Table 57 provides considerable evidence that, at present, meaningless work ("Mickey Mouse stuff" and "Red tape irrelevancies"), arbitrary treatment of the individual ("The way the rules are stated and enforced"), and unreasonable duty hours are important areas for Army action. Improvements in items in the categories Consideration for the Individual and, perhaps, Assignment Policies would cost relatively little. The items in the Miscellaneous category are not under the direct control of the Army.

A classification of the conditions that would have the strongest influence on men to remain in the Army (taken from Table 20) is presented in Table 58.

Some of the conditional items in Table 58, such as resigning from the Army on 30-days notice, are probably impractical; others, such as providing a stabilized tour of duty for re-enlistment, ranked high among both men in their first tour and career soldiers and by officers in a comparable item, may be more practicable. The item on harassment, phrased negatively, appeared in Table 57 (Category B), as a deterrent for enlisted men to re-enlist and officers in their first tour, in the Fort Benning study, to remain. As a HumRRO item, it was phrased positively and appears in Table 58 (Category B), as responded to by men with two years or less of service. In both cases, it suggests a condition that warrants attention by the Army.

The two most conspicuous and ubiquitous categories in Tables 55, 57, and 58 are Consideration for the Individual and Conditions of Work. Men view innovative actions in these categories as important, as influencing them to stay in the Army, and, if not taken, as influencing them to leave the Army. Items classified under Family Life are related to Conditions of Work; the length of the working hours and the free time on evenings and weekends are clearly connected to Family Life. The importance of security and medical and dental care has long been recognized and dealt with by the Army. Re-enlistment benefits (Table 58) that focus on promotion and money might be subsumed under Personal Security. However, providing for more leisure and recreational activities cannot be expected to have much impact on re-enlistment, according to the information in Table 56.

All of the items in Tables 55, 57, and 58 appear to be promising candidates for future innovations. However, it seems unlikely that any single action, in and of itself, would greatly affect re-enlistment or retention. The assignment of priorities to candidate actions can only be judgmental. Nevertheless, a reasonable procedure would be to focus attention on conditions affecting the greatest number of men and producing the most apparent and continuing effects on their day-to-day lives. Two categories that meet this criterion exceptionally well are Consideration for the Individual and Conditions of Work. Thus, in the future, it would seem reasonable to give high priority to practices and projects within these categories.

Table 58

Classification of Conditions That Men Say Would Influence Them to Remain in the Army

Item[a]	HumRRO Main Study				HumRRO Army-Wide	
	<2 Years	>2 Years	OT[b]	VI-RA[b]	All EM	All Officers
A. Conditions of Re-enlistment						
If a stabilized tour were given for re-enlistment	X	X	...[c]	---	X	---
If tours of duty were stabilized	---	---	X	X	---	X
If I were able to re-enlist for duty in a specific unit	X	X	---	---	X	---
If I were able to resign my enlistment on a 30-day notice	X		---	---	X	---
If they had shorter re-enlistment terms	X		---	---		
If a promotion were given as a re-enlistment bonus	X	X	---	---	X	---
If I were promoted one grade	---	---		X	---	X
If extra leave were given as a re-enlistment bonus		X	---	---	X	---
If cash were given as a re-enlistment bonus		X	---	---		
B. Consideration for the Individual						
If there were less harassment	X		---	---	X	---
C. Job Training and Assignment						
If the Army would allow retraining in an MOS of a man's choice	X	X	---	---	X	---
If more equitable job assignments were made	---	---	X			
D. Medical Care						
If there were free dental and eye care for dependents			X	X		X
E. Personal Satisfaction and Fulfillment						
If pay increases were based on merit	—	---	X	X	---	X
If there were increased chances for promotion	---	---	X	X	---	X
The possibility for travel and new experience						X

(Continued)

Table 58 *(Continued)*

Classification of Conditions That Men Say Would Influence Them to Remain in the Army

Item[a]	HumRRO Main Study				HumRRO Army-Wide	
	<2 Years	>2 Years	OT[b]	VI-RA[b]	All EM	All Officers
F. Personal Security						
The retirement benefits	X	X	X	X	X	X
If there were "across the board" pay increases	---	---	X	X	---	X
If there were continued retirement benefits for my family in case of my death	---	---	X	X	---	X
The chances to make money			X			
G. Miscellaneous						
If weekends and holidays were not charged against leave time	X	X	X	X	X	
If a better education were assured for dependents	X	X			X	
The chance to be of service to my country				X		X

[a]Items that were considered equivalent, but that differed in wording between the enlisted and officer questionnaires are bracketed.

[b]OT=Obligated Tour, VI-RA=Voluntary Indefinite and Regular Army.

[c]No comparable items for this group.

SOURCES

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13. ABSTRACT

One purpose of Project VOLAR, a field experiment conducted during FY 1971 as part of the Modern Volunteer Army (MVA) program, was to evaluate the effects of VOLAR innovations on attitudes toward the Army and the Army career intentions of officers and enlisted men. This report provides an evaluative summary and consolidation of findings in several studies that focused upon permanent party officer and enlisted personnel. It encompasses (a) evaluations conducted by each VOLAR installation—Forts Benning, Bragg, Carson, and Ord—and described in their post reports, and (b) the HumRRO studies of permanent party personnel at Forts Benning, Carson, Jackson, Knox, and Bragg and at three installations in USAREUR, and of an Army-wide sample. Recommendations for future action are made, based on findings concerning conditions that appear to be important to men in making the Army a more satisfactory place in which to work and live.

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VOLAR innovations						
Volunteer Army						

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1 CINC US EUROPEAN COMD ATTN SUPPORT PLANS BR J3
1 CINC USA PACIFIC ATTN G3 CDC APO SAN FRAN 96610
1 CG US ARMY JAPAN APO 96343 SAN FRAN ATTN G3
10 CG USA FORCES SOUTHERN COMD ATTN SCARCD CZ
2 CG USA ALASKA ATTN ARACD APO 98749 SEATTLE
2 CG US ARMY EUROPE APO 09403 NY ATTN OPNS DIV
1 CO ARMY TRANS RES COMD FT EUSTIS ATTN TECH LIB
1 CG USA AD COMD ENT AFB ATTN AOGPA COLO
6 CG 1ST ARMY ATTN DCSOT FT MEADE MD
1 CG 3RD ARMY ATTN DCSOT FT MCPHERSON
4 CG SIXTH ARMY PRES OF SAN FRAN ATTN AMOPS-T2
1 CG EUSA ATTN AG-AC APO 96301 SAN FRAN
2 CG EUSA ATTN G-3 APO 96301 SAN FRAN
1 CLIN PSYCHOL SERV DEPT OF NEUROPSYCHIAT WALTER REED GEN HOSP
1 DIR HEL APG MD
1 CG USA CDC EXPERIMENTATION COMD FT ORD
2 ENGNR PSYCHOL LAB PIONEERING RES DIV ARMY NATICK LABS NATICK MASS
4 TECH LIB ARMY NATICK LABS NATICK MASS
3 CO DEF DEVEL ENGNR LAB EDGEWOOD ARSENAL ATTN LIBN
2 INST OF LAND CBT ATTN TECH LIB FT BELVOIR VA
1 CO USA CDC CBR AGCY ALA
1 REDSTONE SCIENTIFIC INFO CTR US ARMY MSL COMD ATTN CHF DOC SEC ALA
1 CO FT HUACHUCA SPT COMD USA ATTN TECH REF LIB
2 CG US ARMY CDC EXPERIMENTATION COMD FT ORD
1 SIXTH USA LIB DEPOT BLDG M 13 14 PRES OF SAN FRAN
1 CHF DEPT OF CLIN & SOC PSYCH WALTER REED ARMY INST OF RES WASH D C
1 PLNS OFCR PSYCH HDQTRES USACDCEC FT ORD
5 CG FT ORD ATTN G3 TNG DIV
1 CO DUGWAY PG UTAH ATTN TECH LIB
1 DIR WALTER REED ARMY INST OF RES WALTER REED ARMY MED CTR
2 DIR WRAIR WALTER REED ARMY MED CTR ATTN NEUROPSYCHIAT DIV
1 CO HQ ARMY ENLISTED EVAL CTR FT BENJ HARRISON
1 TECH LIB BOX 22 USACDC EXPERIMENTATION COMD FT ORD
1 HUMAN FACTORS TEST DIV (ADHZ) USAF HOSP EGLIN AFB
1 CO USA MOBILITY EQUIP R&D CTR ATTN TECH DOC CTR FT. BELVOIR
1 CO FRANKFORD ARSNL ATTN SMUFA-N6400/202-4 PA
1 CG 2ND RGN ARADCOM RICHARDS-GEBAUR AFB MO
3 6TH RGN USARADCOM FT BAKER
1 4TH ARMY MSL COMD AIR TRANSPORTABLE SAN FRAN
1 PERS SUBSYS DIV CREW SUBSYS DRCT AERO SYS DIV WRIGHT-PAT.
1 DIR ARMY BD FOR AVN ACCIDENT RSCH FTRUCKER
2 CO PICATINNY ARSNL DOVER N J ATTN SUMPA VCI
1 LIB DEF SUPPLY AGCY CAMERON STA VA
2 CO USA CDC AG AGCY FT BENJ HARRISON IND
1 REF M MS IS NASA ALA
1 CO USA CBT DEVEL COMD TRANS AGCY FT EUSTIS
1 CO ARMY CDC INF AGY FT BENNING
1 CO ARMY CDC ARMOR AGY FT KNOX
8 USA CDC SPEC WARFARE AGENCY FT BRAGG
1 CO US ARMY CDC AVN AGCY FT RUCKER
1 DIR OF INTERN TNG USA LOG MGT CTR FT LEE
3 CO USA CDC CBT SUPPORT GP FT BELVOIR
3 CO USA TNG CTR (FA) ATTN AKPSITC-TT FT SILL
1 CG USA TNG CTR & FT LEONARD WOOD ATTN ACOFS G3
1 CG USA INF CTR ATTN AJIGT-T FT BENNING
1 CG USA TNG CTR INF ATTN ACOFS G3 FT DIX
1 CG USA TNG CTR ATTN ACOFS G3 FT JACKSON
1 CG USA TNG CTR INF ATTN ACOFS G3 FT LEWIS
1 CG USA TNG CTR INF & FT ORD ATTN ACOFS G3
61 CG USA TNG CTR INF ATTN ACOFS G3 FT POLK
5 CO USA MED TNG CTR ATTN DIR OF TNG FT SAM HOUSTON
20 CG USA AD CTR ATTN G3 FT BLISS
1 CG USA TNG CTR INF ATTN ACOFS G3 FT CAMPBELL
3 LIB ARMY WAR COLL CARLISLE BKS
1 CO USA INTELL SCH ATTN AHBH-S-AD FT HUACHUCA
1 COMDT COMD & GEN STAFF CO FT LEAVENWORTH ATTN ARCHIVES
1 DIR OF MILIT PSYCHOL & LDRSHP US MILIT ACAD WEST POINT
1 US MILIT ACAD WEST POINT ATTN LIB
1 COMDT ARMY AVN SCH ATTN DIR OF INSTR FT RUCKER
2 COMDT ARMY SECUR AGY TNG CTR & SCH FT DEVENS ATTN LIB
1 COMDT INDSTR COLL OF THE ARMED FORCES FT MCNAIR
2 COMDT NATL WAR COLL FT LESLEY J MCNAIR ATTN CLASSF RECORDS BR LIB
1 STIMSON LIB MED FLD SERV SCH BROOKE ARMY MED CTR FT SAM HOUSTON
10 COMDT THE ARMOR SCH ATTN DOI FT KNOX
1 COMDT ARMY ARMOR SCH FT KNOX ATTN WEAPONS DEPT
1 LIB USA ARMOR SCH FT KNOX
1 COMDT USA CHAPLAIN SCH ATTN DOI FT HAMILTON
1 COMDT ARMY CHEM CORPS SCH FT MCCLELLAN ATTN EDUC ADV
1 COMDT USA FIN SCH ATTN CHF DOC DEV LIT PLN DIV DOOI IND
1 USA FINANCE SCH FT BENJ HARRISON ATTN EDUC ADV
4 COMDT ADJ GEN SCH FT BENJ HARRISON ATTN EDUC ADV
1 COMDT USAIS ATTN EDUC ADV FT BENNING
1 COMDT USAIS ATTN AJIS-D-EPRD FT BENNING
1 HQ US ARMY ADJ GEN SCH FT BENJ HARRISON ATT COMDT
1 LIB ARMY QM SCH FT LEE
1 COMDT USA QM SCH FT LEE ATTN EDUC ADV
1 COMDT ARMY TRANS SCH FT EUSTIS ATTN EDUC ADV
1 CO USA SEC AGY TNG CTR & SCH ATTN IATEV RSCH ADV FT DEVENS
1 COMDT USA MIL POLICE SCH ATTN PLNS &PROG DOOI FT GORDON
2 COMDT US ARMY SOUTHEASTERN SIG SCH ATTN EDUC ADV FT GORDON
1 COMDT USA AD SCH ATTN DOI FT BLISS
1 CO USA ORD CTR & SCH OFC OF OPS ATTN AHBN-O APG MD
5 ASST COMDT ARMY AIR DEF SCH FT BLISS ATTN CLASSF TECH LIB
3 CG USA FLD ARTY CTR & FT SILL ATTN AVN OFCR
1 COMDT DEF INTELL SCH ATTN SIGAS DEPT
1 COMDT ARMED FORCES STAFF COLL NORFOLK
1 COMDT USA SIG CTR & SCH ATTN DOI FT MONMOUTH
1 COMDT JUDGE ADVOCATE GENERALS SCH U OF VA
1 DPTY COMDT USA AVN SCH ELEMENT GA
1 DPTY ASST COMDT USA AVN SCH ELEMENT GA
1 USA AVN SCH ELEMENT OFC OF DIR OF INSTR ATTN EDUC ADV GA
1 EDUC CONSLT ARMY MILIT POLICE SCH FT GORDON
6 COMDT USA ENGR SCH ATTN EDUC ADV AHBAES-EA FT BELVOIR
2 COMDT USA SCH EUROPE ATTN EDUC ADV APO 09172 NY
1 OFC OF DOCTRINE DEV LIT & PLNS USA ARMOR SCH ATTN AHBAAS-DM
1 COMDT ARMY AVN SCH FT RUCKER ATTN EDUC ADV
5 CG USA PRIM HELICOPTER CTR/SCH & FT WOLTERS ATTN ATSPH-DOT
1 DIR OF INSTR US MIL ACAD WEST POINT NY
1 DIR OF MILIT INSTR US MILIT ACAD WEST POINT
1 USA INST FOR MIL ASSIST ATTN LIB BLDG 15T2808 FT BRAGG
4 USA INST FOR MIL ASSIST ATTN COUNTERINSURGENCY DEPT FT BRAGG
1 COMDT DEF MGT SCH FT BELVOIR
2 COMDT USA MSL & MUN CTR & SCH ATTN CHF OFC OF OPS REDSTONE ARSN.
2 COMDT US WAC SCH US WAC CTR ATTN AJMCT FT MCCLELLAN
2 HQ ABERDEEN PG ATTN TECH LIB
1 CO USA INTELL CTR & SCH ATTN DIR OF ACADEMIC OPS FT HUACHUCA
1 CO USA INTELL CTR & SCH ATTN DIR OF DOC & LIT FT HUACHUCA
1 COMDT USA C&GSC OFC OF CHF OF RESIDENT INSTR FT LEAVENWORTH
1 COMDT USA CA SCH ATTN OFC OF DOCTRINE DEVEL LIT & PLNS FT BRAGG
1 COMDT USA CA SCH ATTN DOI FT BRAGG
1 COMDT USA CA SCH ATTN EDUC ADV FT BRAGG
1 COMDT USA CA SCH ATTN LIB FT BRAGG
1 COMDT USA SCH & TNG CTR ATTN ACOFS G3 TNG DIV FT MCCLELLAN
1 COMDT USA SCH & TNG CTR ATTN ACOFS G3 PLNS & OPS DIV FT MCCLELLAN
10 COMDT USA INST FOR MIL ASSIST ATTN DOI FT BRAGG
1 LIBN USAIS FT BENNING
8 COMDT USA FLD ARTY SCH ATTN DOI FT SILL
1 COMDT USA ARTY SCH ATTN EDUC SERVICES DIV FT SILL
1 COMDT USA ARTY SCH ATTN EDUC ADV FT SILL
1 COMDT USA TRANS SCH ATTN DIR OF DOC & LIT FT EUSTIS
1 COMDT USA TRANS SCH ATTN LIB FT EUSTIS
1 USA INST FOR MIL ASST ATTN EDUC ADV FT BRAGG
1 COMDT USA C&GSC ATTN ATSCS-DJ (SPWAR)
1 COMDT ARMY QM SCH OFC DIR OF NONRESID ACTVY ATTN TNG MEDIA DIV VA
1 COMDT USA ARTY SCH ATTN LIB FT SILL
1 CG USA SCH & TNG CTR ATTN ACOFS G3 FT GORDON
1 DIR OF GRAD STUD & RSCH ATTN BEHAV SCI REP USAC&GSC
1 COMDT USA AD SCH ATTN AKBAAS-DL-EA FT BLISS
1 COMDT USA AD SCH HIGH ALTITUDE MSL DEPT FT BLISS
2 DIR BRGD & BN OPNS DEPT USAIS FT BENNING
1 LEADERSHIP COM CO OPS DEPT US ARMY INF SCH FT BENNING
1 DIR COMM ELEC USAIS FT BENNING
1 DIR ABN-AIR MOBILITY DEPT USAIS FT BENNING
2 DIR COMPANY TACTICS DEPT USAIS FT BENNING
1 CG USA SIG CTR & SCH ATTN ATSSC-DP-COB FT MONMOUTH
1 CG USA SIG CTR & SCH ATTN ATSSC-EA FT MONMOUTH
1 SECY OF ARMY, PENTAGON
1 DCS-PERS DA ATTN CHF C+S DIV
1 DIR OF PERS STUDIES & RSCH ODCSPER DA WASH DC
1 CO FOREIGN SCI & TECH CTR MUN BLDG
2 ACSFOR DA ATTN CHF TNG DIV WASH DC
1 DIR OF CBR OPS OACS FORCE DEVEL ATTN FOR CM PP
1 CG USA MAT COMD ATTN AMCRD-TE
1 CHF OF ENGNRS DA ATTN ENGTE-T
1 CHF OF INFO DA ATTN CHF TI DIV
1 HQ ARMY MAT COMD R+D DRCTE ATTN AMCRD-RC
1 CHF OF PERS OPNS PERS DRCTE DA ATTN OPSC
1 CLIN PSYCHOL CONSLT OFC OF CHF PSYCHIAT & NEUROL CONSLT
2 CG ARMY MED R+D COMD ATTN BEHAV SCI RES BR
1 US ARMY BEHAVIOR & SYS RSCH LAB ATTNCRD-AR ARL VA
1 OPO PERS MGT DEV OFC ATTN MOS SEC (NEW EQUIP) OPOMO
1 PROVOST MARSHAL GEN DA
2 DIR CIVIL AFFAIRS DRCTE ODCSOPS
1 OFC RESERVE COMPON DA
2 CG USA SEC AGCY ARL HALL STA ATTN AC OF S G1 VA
12 ADMIN DOC ATTN: TCA (HEALY) CAMERON STA ALEX., VA. 22314
1 CO US ARMY MED RES LAB FT KNOX
1 CG ARMY ELECT COMD FT MONMOUTH ATTN AMSEL CB
1 CHF OF R+D DA ATTN CHF TECH + INDSTR LIAISON OFC
1 CG USA ELCT COMD ATTN AMSEL-GG-OD
1 CO USA CDC MED SERV AGCY FT SAM HOUSTON
2 CG ARMY MED R+D COMD ATTN MEDDH-SR
1 USA BEHAVIOR & SYS RSCH LAB ATTN CRD-AIC ARL VA
1 COMDT USA CBT SURVEIL SCH & TNG CTR ATT ED ADV FT HUACHUCA
1 COMDT USA CBT SURVEIL SCH & TNG CTR ATTN ORG DOC & NEW EQUIP ARIZ
2 TNG & DEVEL DIV ODCSPERS
1 COMDT USA CBT SURVEIL SCH & TNG CTR ATTN 1ST CBT TNG BDE ARIZ
1 CAREER MGT BR ATTN R DETIENNE CAMERON STA ALEX VA
1 USA LIB DIV-TAGO ATTN ASDIRS
2 PRES ARMY ARMOR BD FT KNOX
1 PRES ARMY INF BD FT BENNING ATTN FE+SP DIV
2 PRES ARMY AIR DEF BD FT BLISS ATTN MST DIV

1 PRES ARMY MAINT BD FT KNOX
2 PRES ARMY AVN TEST BD FT RUCKER
2 PRES ARMY ARTY BD FT SILL
1 LIB ARMY ABN ELEC & SPEC WARFARE BD FT BRAGG
1 CG CONARC ATTN COL E M HUDAK ATIT-SA FT MONROE
15 CG CONARC ATTN ATIT-STM FT MONROE
2 CG CONARC ATTN LIB FT MONROE
1 CO ARMY CBT DEVEL COMD MILIT POLICE AGY FT GORDON
1 USA ARCTIC TEST CTR CHF INSTR & TEST METH DIV SEATTLE
1 CHF USA AD HRU FT BLISS
1 CHF USA ARMOR HRU FT KNOX
1 CHF USA AVN HRU FT RUCKER
1 CHF USA INF HRU FT BENNING
1 CHF USA TNG CTR HRU PRES OF MONTEREY
1 CO USA PARTIC GP USA TNG DEVICE CTR FLA
2 CONSOL RES GP 7TH PSYOP GP APO 96248 SAN FRAN
2 DA OFC OF ASST CHF OF STAFF FOR COMM-ELCT ATTN CETS-6 WASH
1 CHF MED RES PROJ ARMY HOSP US MILIT ACAD WEST POINT
1 CG MILIT DIST OF WASHINGTON
2 DA USA ADV GP (ARNGUS) RALEIGH NC
1 US DOC OFCR OFC OF THE USNMR SHAPE NY NY 09055
1 USA RECRUITING COMD HAMPTON VA
1 SYS RES GP ENGNR EXPRM STA COLUMBUS O
1 DIR ARMY LIB PENTAGON
1 STRATEGIC PLANNING GP CORPS OF ENGNR ARMY MAP SERV
1 CHF OF MILIT HIST DA ATTN GEN REF BR
1 BESD ARO OFC CHF OF R&D WASH DC
1 CHF OF R&D DA ATTN SCI INFO BR RSCH SPT DIV WASH DC
1 LIFE SCI DIV ARO ARL VA
1 CHF OF NAVL RSCH PERS & TNG BR (CODE 458) ARL VA
1 CHF OF NAV RES ATTN DIR PSYCHOL SCI DIV CODE 450
1 CHF OF NAV RES ATTN HEAD GP PSYCHOL BR CODE 452
1 DIR US NAV RES LAB ATTN CODE 5120
1 DIR NAVAL RSCH LAB ATTN LIB CODE 2029 WASH DC
1 CHF OF NAV AIR TNG TNG RES DEPT NAV AIR STA PENSACOLA
1 CO NAV SCH OF AVN MED NAV AVN MED CTR PENSACOLA
1 LIB NAV MED RES LAB NAV SUB BASE GROTON
1 CO MED FLD RES LAB CAMP LEJEUNE
1 CDR NAV MSL CTR POINT MUGU CALIF ATTN TECH LIB CODE 3022
1 DIR AEROSPACE CREW EQUIP LAB NAV AIR ENGNR CTR PA
1 CO & DIR NAV ELEC LAB SAN DIEGO ATTN LIB
3 OIC NAV PERS RES ACTVY SAN DIEGO
1 NAV NEUROPSYCHIAT RES UNIT SAN DIEGO
2 NAVAL MSL CTR (CODE 5342) PT MUGU CALIF
1 DIR PERS RES LAB NAV PERS PROGRAM SUPPORT ACTIVITY WASH NAV YD
1 NAV TNG PERS CTR NAV STA NAV YD ANNEX CODE R3 ATTN LIB WASH
1 RADC RASH GRIFFISS AFB NY
2 CDR ELEC SYS DIV LG HANSCOM FLD ATTN ESMDA/STOP 36 MASS
2 SMAMA (SMAC&-PERS RSCH) MCCLELLAN AFB
1 ATC ATXRQ RANDOLPH AFB
1 AFHRL/TT ATTN CAPT W S SELLMAN LOWRY AFB
1 HQ SAMSO (SMSIR) AF UNIT POST OFC LA AFS CALIF
2 MILIT TNG CTR OPE LACKLAND AFB
2 AFHRL (HRT) WRIGHT-PATTERSON AFB
1 AMD AMRH BROOKS AFB TEXAS
1 HQS ATC DCS/TECH TNG (ATTMS) RANDOLPH AFB
1 CDR ELEC SYS DIV LG HANSCOM FLD ATTN ESTI MASS
1 PSYCHOBIOLOGY PROG NATL SCI FOUND
1 DIR NATL SCI FOUNDN WASHINGTON ATTN ASST DIR FOR SOC SCI
1 DIR NATL SECUR AGY FT GEO G MEADE ATTN TDL
1 DIR NATL SECUR AGY FT GEO G MEADE ATTN DIR OF TNG
3 CIA ATTN CRS/ADD STANDARD DIST
1 SYS EVAL DIV RES DIRECTORATE DOD-OCD PENTAGON
1 DEPT OF STATE BUR OF INTEL & RES EXTERNAL RES STAFF
3 US INFO AGY IRI L PROCUREMENT LIB
1 SCI INFO EXCH WASHINGTON
2 CHF MGT & GEN TNG DIV TR 200 FAA WASH DC
1 BUR OF RES & ENGR US POST OFC DEPT ATTN CHF HUMAN FACTORS BR
1 EDUC MEDIA BR OE HEW ATTN T D CLEMENS
1 NAT'L BUR STANDS BEHAV SCI GP ATTN DR D E ERLICK
1 OFC OF INTERNATL TNG PLANNING & EVAL BR AID WASH DC
1 FAA MED LIB HQ 640 WASH DC
1 DEPT OF TRANS FAA ACQ SEC HQ 610A WASH DC
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2 SYS DEVEL CORP SANTA MONICA ATTN LIB
2 DUNLAP & ASSOC INC DARIEN ATTN LIB
2 RAC ATTN LIB MCLEAN VA
1 RAND CORP WASHINGTON ATTN LIB
1 DIR RAND CORP SANTA MONICA ATTN LIB
1 GP EFFECTIVENESS RSCH LAB U OF ILL DEPT OF PSYCHOL
2 ELECT PERS RSCH GP U OF SOUTHERN CALIF
1 COLUMBIA U ELEC RES LABS ATTN TECH EDITOR
1 MITRE CORP BEDFORD MASS ATTN LIB
2 SIMULATION ENGR CORP ATTN DIR OF ENGR FAIRFAX VA
2 LEARNING R&D CTR U OF PITTS ATTN DIR
1 WESTERN ELECTRIC CO INC NY
1 HUMAN SCI RES INC MCLEAN VA
2 TECH INFO CTR ENGNR DATA SERV N AMER AVN INC COLUMBUS O
1 CHRYSLER CORP MSL DIV DETROIT ATTN TECH INFO CTR
1 AVCO CORP AVCO MSL SYS DIV ATTN RSCH LIB WILMINGTON MASS
3 CTR FOR RSCH IN SOCIAL SYS ATTN LIBN MD
1 RAYTHEON SERV CO ATTN LIBN BURLINGTON MASS
1 GEN DYNAMICS POMONA DIV ATTN LIB DIV CALIF
2 OTIS ELEVATOR CO DIV ATTN LIB STAMFORD CONN
1 MGR BIOTECHNOLOGY AEROSPACE SYS DIV MS 8H-25 BOEING CO SEATTLE
1 IDA RSCH & ENG SUPT DIV ARL VA

1 SCI & TECH DIV ID ARL VA
1 HUGHES AIRCRAFT COMPANY CULVER CITY CALIF
2 BATTELLE MEMORIAL INST COLUMBUS LABS ATTN RACIC OHIO
1 DIR CTR FOR RES ON LEARNING & TEACHING U OF MICH
1 R M STOGDILL OHIO STATE UNIV
1 EDITOR TNG RES ABSTR AMER SOC OF TNG DIRS U OF TENN
1 U OF CHICAGO DEPT OF SOC
1 HUMAN FACTORS SECT R&D GEN DYNAMICS ELECTRIC BOAT GROTON
1 DIR CTR FOR RSCH IN SOCIAL SYS KENSINGTON MD
1 MENNINGER FOUNDATION TOPEKA
1 AMER INSTS FOR RSCH SILVER SPRING
1 AMER INSTS FOR RSCH ATTN LIBN PA
1 DIR PRIMATE LAB UNIV OF WIS MADISON
1 DR E GINZBERG COLUMBIA UNIV SCH OF BUS
3 MATRIX RSCH CO FALLS CHURCH VA
1 EDUC & TNG CONSLT CO LA CALIF
1 OBERLIN COLL DEPT OF PSYCHOL
1 DR GEORGE T HAUTY CHMN DEPT OF PSYCHOL U OF DEL
1 GEN ELECTRIC CO SANTA BARBARA ATTN LI
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1 HEAD DEPT OF PSYCHOL UNIV OF SC COLUMBIA
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1 ROWLAND & CO HADDONFIELD NJ ATTN PRES
1 NORTRONICS DIV OF NORTHROP CORP ANAHEIM CALIF
1 OHIO STATE U SCH OF AVN
1 SCI RSCH ASSOC INC DIR OF EVAL CHICAGO ILL
2 AIRCRAFT ARMAMENTS INC COCKEYSVILLE MD
1 DR J B CULLEN DEPT OF SOC & ANTHROP UNIV OF RI
2 OREGON STATE U DEPT OF MILIT SCI ATTN ADJ
1 AMER PSYCHOL ASSOC WASHINGTON ATTN PSYCHOL ABSTR
1 NO ILL U HEAD DEPT OF PSYCHOL
1 GEORGIA INST OF TECH DIR SCH OF PSYCHOL
1 BELL TEL LABS INC TECH INFO LIB NJ
1 ENGNR LIB FAIRCHILD HILLER REPUBLIC AVN DIV FARMINGDALE N Y
1 LIFE SCI INC HURST TEXAS ATTN W G MATHENY
1 AMER BEHAV SCI CALIF
1 PUR ADMIN CTR ATTN J O KITCHEN SAN DIEGO
2 DIR INSTR RESOURCES STATE COLL ST CLOUD MINN
1 COLL OF WM & MARY SCH OF EDUC
1 SO ILLINOIS U DEPT OF PSYCHOL
2 ASSOC DIR CDC TNG PROG ATLANTA GA
2 WASH MILITARY SYS TECH LIB DIV BETHESDA MD
1 NORTHWESTERN U DEPT OF INDSTR ENGNR
1 HONEYWELL ORD STA MAIL STA 806 MINN
1 DR L TWYFORD NY STATE EDUC DEPT ABSTRACT EDITOR AVCR
1 AEROSPACE SAFETY DIV U OF SOUTHERN CALIF LA
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1 VOC-TECH EDUC PROG PLNNG DEV ATTN W STOCK ST PAUL
1 CHF PROCESSING DIV DUKE U LIB
1 U OF CALIF GEN LIB DOCU DEPT
1 FLORIDA STATE U LIB GIFTS & EXCH
1 PSYCHOL LIB HARVARD UNIV CAMBRIDGE
1 U OF ILL LIB SER DEPT
2 U OF KANSAS LIB PERIODICAL DEPT
1 U OF NEBRASKA LIBS ACQ DEPT
1 OHIO STATE U LIBS GIFT & EXCH DIV
1 PENNA STATE U PATTEE LIB DOCU DESK
1 PURDUE U LIBS PERIODICALS CHECKING FILES
1 STANFORD U LIBS DOCU LIB
1 LIBN U OF TEXAS
1 SYRACUSE U LIB SER DIV
1 SERIALS REC UNIV OF MINN MINNEAPOLIS
1 STATE U OF IOWA LIBS SER ACQ
1 NO CAROLINA STATE COLL DH HILL LIB
2 BOSTON U LIBS ACQ DIV
1 U OF MICH LIBS SER DIV
1 BROWN U LIB
1 COLUMBIA U LIBS DOCU ACQ
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1 U OF DENVER MARY REED LIB
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